

North Bethesda Transportation Management District Montgomery County, Maryland

Activities and Performance
FY03 – FY12

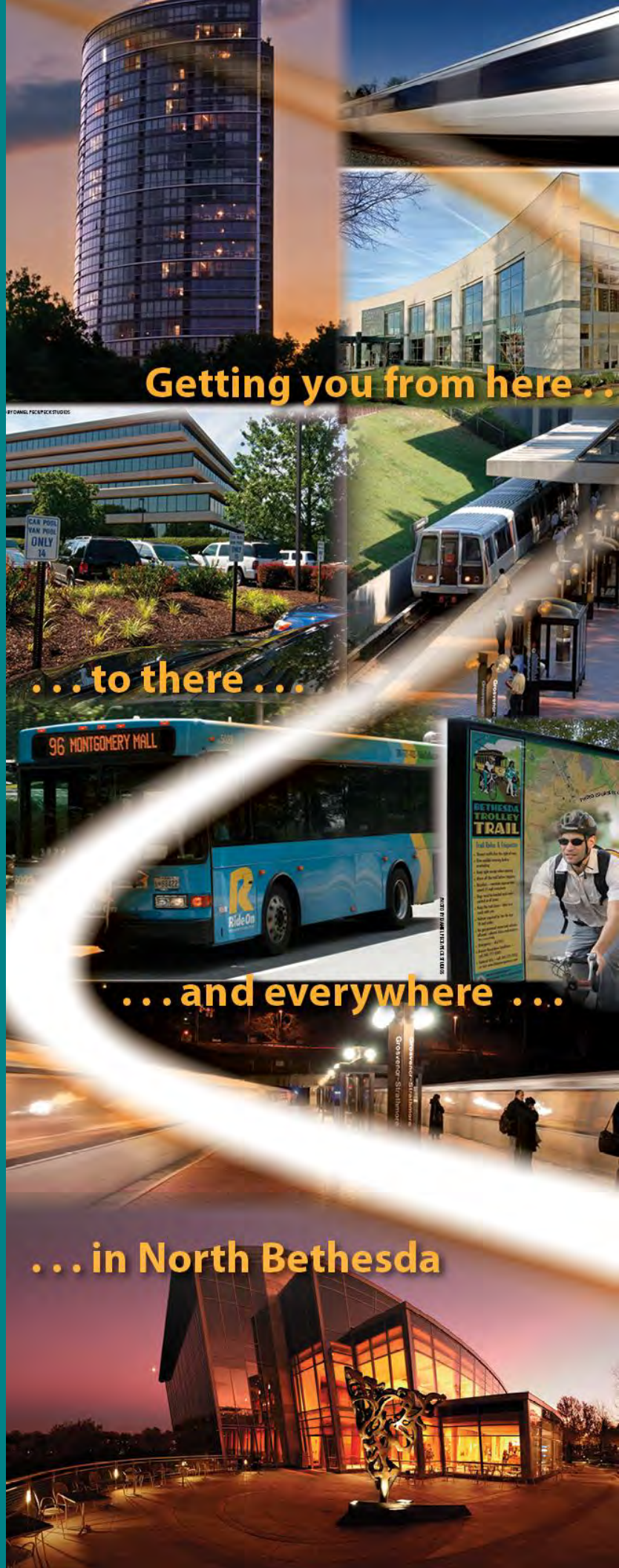


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North Bethesda Transportation Management District

Montgomery County, Maryland

FY03 – FY12



Operating under a contract between Montgomery County, Maryland
and the Transportation Action Partnership



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North Bethesda Transportation Management District
Montgomery County, Maryland

Biennial Report
FY03 – FY12

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I. EXECUTIVE SUMMARY

North Bethesda Transportation Management District Performance Highlights

This report describes the activities and performance of the North Bethesda Transportation Management District (TMD) from its creation through fiscal year 2012, with a focus on the period of July 2002 through June 2012, as well as information on programs and activities prior to July 2002. Created by the Montgomery County Council in 1995, the TMD provides a wide range of transportation information and services to the more than 800 employers and 88,000+ commuters in North Bethesda.

The TMD serves a large geographic area that stretches from Rockville Pike and the Beltway on the south, to the City of Rockville on the north, Westfield Montgomery Mall on the west, and to Twinbrook Parkway and Veirs Mill Road on the northeast, with numerous employment centers including Rock Spring Park, Executive Boulevard/East Jefferson Street, Rockville Pike, Twinbrook Parkway, Parklawn Drive, and Fishers Lane. It includes the areas around three Metrorail stations: Grosvenor-Strathmore, White Flint, and Twinbrook.

The TMD staff promotes the use of non-drive alone commuting options to facilitate mobility to, from and within North Bethesda. The TMD's goals include the following:

- Provide sufficient transportation capacity
- Reduce traffic congestion
- Reduce air and noise pollution
- Promote greater traffic safety and pedestrian access
- Promote greater reliance on mass transit and other commuting modes

This report reviews and explains ongoing TMD activities with employers, commuters, residents, and stakeholders; provides information on commuting choices, patterns, and challenges; describes how all elements of the transportation system function—including public transportation, parking, and intersections; and examines the potential for new programs and services.

Other highlights and key elements are summarized below, organized according to sections of the report. The main sections include:

- TMD Operations, Programs, and Services
- TMD Commuting Profile
- Traffic, Parking, and Transit Ridership Trends
- Conclusions, Trends, and Recommendations

A. TMD Operations, Programs, and Services

- The North Bethesda TMD is operated by the Transportation Action Partnership of North Bethesda and Rockville, Inc. (TAP). The North Bethesda TMD is operated under a contract

with Montgomery County government through the Department of Transportation (MCDOT), Commuter Services Section.

- The initial contract with TAP to operate the TMD was executed in June 1996. Subsequent contracts were executed in 1998, 2001, 2004, 2007, and 2011. Commuter Services provides contract oversight and coordination among all TMDs with the County's broader transit and transportation efforts.
- The TMD was primarily established to address traffic congestion in the North Bethesda area during peak morning and evening commute times.
- Additional objectives—such as cleaner air, noise abatement, pedestrian safety, and bicycle safety—are closely related to the overall goal and are important quality-of-life issues in the greater North Bethesda community.
- Modeled after the highly successful Silver Spring Transportation Management District, the North Bethesda TMD shares the same goals as all the County's TMDs by virtue of the Montgomery County Council legislation that mandated the use of transportation demand management (TDM) techniques and strategies. As defined in the County Code, transportation demand management means any method of reducing demand for road capacity during a peak period, including an alternative work hours program, carpools, vanpools, subsidized transit pass, preferential parking, improved bicycle and pedestrian access and safety, or peak period parking charge.
- The TMD's staff includes an executive director, an assistant director, a marketing manager, and other administrative support staff. The TMD also utilizes several professional services consultants—such as freelance writers, graphic designers, traffic engineers, and marketing consultants—to help with specific projects and products.
- The County funds the TMD with money collected primarily from TMD fees on new commercial development, Share-A-Ride parking reduction program fees, and parking revenues. Overall funding for the TMD is shown below in tables 1–3.
- The TMD's work is guided by an advisory committee, which has 18 voting members from six membership categories created to ensure oversight and participation from employers, residents, real estate developers, as well as representatives of the business community, Montgomery County DOT, M-NCPPC, City of Rockville, and other North Bethesda community stakeholders. The advisory committee's responsibilities and members are detailed later in this report.
- The TMD's employer outreach and work-site marketing of TDM services and commute options has been robust since its inception. In the spring of 2003, the TMD also began working with area businesses as they implemented Traffic Mitigation Plans (TMPs) required under Section 42A-24 of the County Code.

- The TMD has worked closely with the County to promote transit benefits, including the County's Super FareShare transit subsidy program and "Smart Moves!" program, as well as pre-tax transit incentives and the State's Commuter Choice tax credit incentive program.
- TMD staff have worked closely with employers to implement their transit subsidy programs and then to market the benefit to their employees. TMD staff also worked closely with the County and WMATA to ensure that training programs were made available to assist employers implementing Super FareShare and updating them on changes made to the program. When the County suspended the Super FareShare program in early 2010 because of budget issues, TMD staff worked with employers individually to ease the transition.
- The TMD developed strong branding, including a distinctive logo and collateral materials, and integrated its Montgomery County Commuter Services affiliation into the branding.
- On-site marketing of commute options through "Commuter Information Days" (CIDs) or "Transportation Information Fairs" has proven to be very successful. In addition to the CIDs held at businesses and multi-tenant office buildings, the TMD participates in a number of special events each year. The TMD also uses follow-up calls and a regular newsletter to build and maintain relationships with customers.
- The TMD launched a website in 1999, which includes links to Metro, Ride On, Metropolitan Washington Council of Governments (MWCOCG) and its Commuter Connections program, and others. The website is also used to announce information on special programs and events, transit benefit programs, employer workshops, telework, and regional programs. Commuters can use links on the website to request ride matches and transit information, which are integrated with the regional Commuter Connections database.
- TMD staff meets regularly with employees interested in vanpooling. Vanpool formation meetings and brown bag lunches have been held at many major work sites.
- The TMD staff works closely with businesses that are moving to Montgomery County and into the TMD service area, to help the employees with their commute and to encourage them to begin ridesharing or using transit. The TMD receives these relocation referrals from a variety of sources, including the County's Office of Economic Development.
- TMD staff provides technical assistance for area employers interested in learning more about telecommuting and provides information on Maryland's telework program as well as consulting assistance available through Commuter Services and its partnerships with Commuter Connections and the State of Maryland.
- The TMD has played a significant role in North Bethesda's parking management, particularly since 1996 when meters were installed on all streets where on-street parking had previously been allowed. As of the spring of 2012 there were 584 long-term and 291 short-

term parking spaces in North Bethesda. The TMD has also worked closely with the County on many issues regarding the MD 355/Montrose commuter lot.

- A number of North Bethesda employers, and the TMD itself, have been recognized in the region with Transportation A2CE Awards and MWCOG Commuter Connections awards.
- In conjunction with the County, the North Bethesda TMD actively promotes federal, state, and regional programs in its employer outreach efforts, including the Commuter Connections Guaranteed Ride Home program.
- Since North Bethesda differs from other TMDs in that employers are more dispersed and relatively few are within walking distance of a Metrorail station, the TMD has worked hard over the years to attract and coordinate with a variety of shuttle and express bus services for commuters.
- The TMD has worked closely with County staff to identify new locations for bus stop benches and shelters, and to help the County secure approval from businesses for installation of shelters adjacent to their properties.
- The TMD works closely with companies to assist them in pursuing their sustainability goals through the on-going implementation of their TDM programs as well as their pursuit of Green Business Certification by the County.
- The TMD has sponsored 11 Bike to Work Day “pit stops” between 2002 and 2012. Participation in North Bethesda Bike to Work Day pit stops has grown steadily over the years.
- The TMD hosted a series of Walkable Communities workshops in May 2005 and May 2006. The 2005 workshops focused on the Rock Spring Park employment center and the area around the White Flint Metrorail station, while the 2006 workshops focused on employment areas along Executive Boulevard and the Twinbrook Metrorail station.
- In 2007 and 2010, with grants from MWCOG/Commuter Connections, the TMD and County hosted a “Live Near Your Work” program that included speakers from the County and State, banking industry, and private employers who talked about a variety of programs that make it easier and more affordable for people to live closer to their work, thus reducing commute times and costs.
- TMD staff work closely with employers of all sizes to implement commute option programs and services for their employees, emphasizing increased provision of employer-provided transit subsidies as well as assisting employers in developing and implementing Traffic Mitigation Plans (TMPs) and other requirements of the County Code. Working with each company's transportation benefits coordinator (TBC) is a key component of these efforts.

- Traffic Mitigation Agreements (TMAGs) for developments approved since the establishment of the TMD require the developers to cooperate with the TMD to help achieve the mode share goals of the TMD. Projects in the North Bethesda TMD area with TMAGs are detailed in the report below.
- The TMD's objectives are shaped in part by the North Bethesda/Garrett Park Master Plan and the Twinbrook and White Flint sector plans, which outline goals and objectives with regard to transportation and commute options in the North Bethesda area.
- The TMD measures progress toward goals for Non-Auto Driver Mode Share (NADMS), one of the key measures required to assess use of transportation alternatives, using data collected from the Annual Commuter Survey. The TMD surveys a varying selection of North Bethesda employees to determine their commuting patterns. Employee surveys are distributed to employers in North Bethesda with more than 25 employees. Although participation in the survey is a requirement of employer Traffic Mitigation Plans (TMPs), a variety of incentives are offered to help employers achieve employee participation in the survey.

B. TMD Commuting Profile

- The Annual Commuter Surveys collected from North Bethesda employees provide valuable information about commuting patterns, including the peak period of travel to and from North Bethesda, the number of commuters traveling during non-peak hours, and areas from which they commute. The survey also provides information about how many employees get free parking or pay for parking and/or receive transit benefits.
- The survey data reveals mode choice, average vehicle occupancy, NADMS, transit use and pooling, other modes (i.e., walking and biking), and alternative work schedules (i.e., telecommuting and compressed work weeks), of North Bethesda commuters. Detailed breakdowns are included in the Appendices of this report.

C. Traffic, Parking, and Transit Ridership Trends

- Traffic in and around the TMD, parking constraints, and transit availability all have an effect on TMD operations. This report explains how the County collects intersection counts and intersection level of service information as a means of monitoring the effectiveness of traffic mitigation programs in North Bethesda. Counts have been conducted for a number of intersections.
- Parking utilization is another means for evaluating the effectiveness of the TMD. An inventory has been compiled of parking facilities at North Bethesda employment sites, and this information is shown in this report.
- Transit usage in the TMD is also addressed. Usage has fluctuated over the years, influenced by a variety of factors. (For example, Metrorail ridership for the Grosvenor-Strathmore and

Twinbrook stations was up in 2012 compared to 2002, but down for the White Flint station over that period.) Ridership numbers for Metrorail, Metrobus, Ride On, and commuter bus service in North Bethesda are included in this report.

D. Emerging Trends and Next Steps

- Redevelopment planned for the White Flint and Twinbrook areas will increase density in those communities, which is likely to have a significant impact on transportation patterns and commuters' choices.
- The North Bethesda TMD serves an area that is primarily suburban, with all the mobility challenges that implies—including significant walking distances to Metro stations, streetscapes that are friendlier to vehicles than to pedestrians, plentiful free parking at employment sites, and business parks and employment centers located far from the nearest Metro station. Additionally, redevelopment in the TMD will have an impact on the composition of parking as various projects are completed in the future.
- Of North Bethesda's non-drivers, transit users are the largest group. However, most of the employment sites in North Bethesda are not located adjacent to or within comfortable walking distance of Metrorail stations. With the exception of the U.S. Nuclear Regulatory Commission (NRC), whose offices are located steps away from the White Flint Metro station, the majority of employers are blocks—or miles—away from Metrorail.
- Commuters in the Washington metropolitan region have been among the nation's leading participants in carpools and vanpools. Unfortunately, HOV lane access into North Bethesda is modest compared to other parts of the region—I-270's HOV lane being the sole such facility serving the TMD. That lane leads to the Rock Spring business park, where plentiful free parking serves as a disincentive to pooling.
- Great potential exists for expanding telework programs and the number of employees who telework in the county. As part of its outreach to employers, and consonant with TDM goals established by the County and MWCOG, TMD staff promotes the adoption of formal telework policies among TMD employers. The staff have found that many companies have informal teleworking arrangements with their employees. Formal telework policies permit a broader use of the practice and have the greatest potential for traffic reduction. The challenge is to develop programs and services that convince employers of the benefits of allowing their employees to telework.
- Despite the obstacles this environment presents, the TMD works hard to promote the positive aspects of using transit and other alternatives to drive-alone commuting. TMD staff will continue to review and analyze its programs, methods, and messages in order to improve and refine them.

II. INTRODUCTION

This report of the North Bethesda Transportation Management District (TMD) focuses on the period of July 2002 through June 2012, but also includes information on programs and activities prior to July 2002.

The North Bethesda TMD was formally established in 1995 and began operations in 1996. The primary impetus for the TMD was the 1992 North Bethesda/Garrett Park Master Plan. The Master Plan called for the creation of transportation management districts for the areas around the Grosvenor-Strathmore, White Flint, and Twinbrook Metrorail stations, as well as the Rock Spring business park. Transportation Management Districts were recommended as a means of implementing Transportation Demand Management (TDM) services and programs.

The North Bethesda/Garrett Park Master Plan describes TDM as “the general term for actions taken to reduce the number of peak-hour vehicles on the roadway network.” TDM actions are aimed at decreasing the use of drive-alone mode share, including actions to increase the usage of public transportation, car and vanpools, biking, walking, telework, and alternative work schedules. TDM includes programs aimed at maximizing the people-moving capability of an area’s transportation system by increasing the number of persons in a vehicle, as well as programs that influence the time or need to travel. The County Code specifically defines Transportation Demand Management as any method of reducing demand for road capacity during a peak period, including an alternative work hours program, carpools, vanpools, subsidized transit pass, preferential parking, improved bicycle and pedestrian access and safety, or peak period parking charge.

TMDs focus primarily on marketing TDM programs and services. TMDs, including the North Bethesda TMD, may also be responsible for taking actions to evaluate the effectiveness of TDM programs and services. In addition, TMDs can play an important role in identifying future TDM strategies and services that will be attractive to an area’s residents and employers and that will be most effective in providing viable alternative commute options.

While the North Bethesda/Garrett Park Master Plan recommended the creation of TMDs, the plan did not go into detail as to how the TMDs should be created. As a result, in July 1992, the director of the Montgomery County Department of Public Works and Transportation (DPWT)¹ appointed an 18-member task force to consider how a transportation management district would best be implemented in the North Bethesda area. The task force issued its final report in April 1994.

The task force examined a number of factors to be considered in the creation of the TMD. The final report contained more than 30 specific recommendations that addressed issues such as:

- Organizational structure

¹ DPWT became MCDOT effective July 1, 2008:

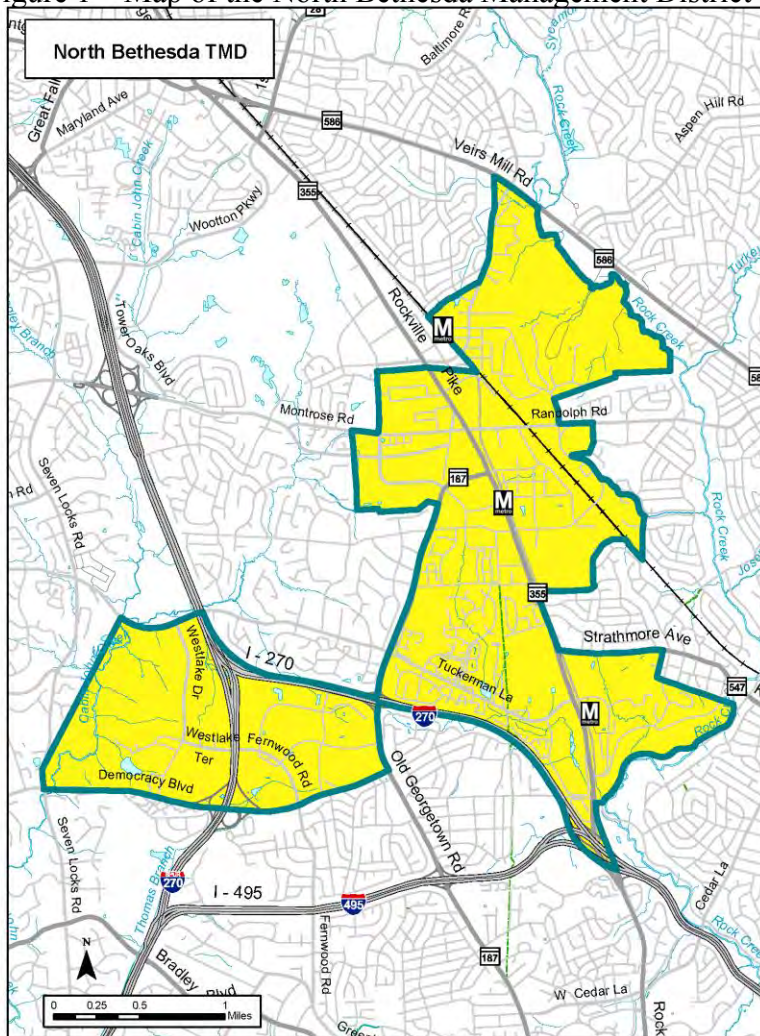
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- Service area boundaries
- Mission, goals, and objectives
- Implementation issues (such as program objectives and relationship to the County’s Staging Plan)
- Relationship to governmental regulations (such as the federal Clean Air Act)
- Relationship to new and existing traffic mitigation programs required by the County
- Voluntary versus mandatory participation
- Financing

One of the task force’s recommendations was that only a single TMD be created for North Bethesda instead of four. In 1994 and 1995, following the completion of the task force’s work, the County conducted a series of public outreach events, including informational meetings and mailings to community organizations and businesses. The purpose of this effort was to apprise the area’s residents and businesses of the proposed TMD. Information, suggestions, and comments gathered helped shape the TMD.

Following action by the County Council and County Executive, the North Bethesda Transportation Management District was formally established in the summer of 1995. In June 1996, the County executed a contract to begin operations of the TMD. Figure 1 shows the TMD service area.

Figure 1 – Map of the North Bethesda Management District



The County’s successful TMD in Silver Spring provided a model for the North Bethesda TMD. For North Bethesda, the County is operating the TMD through a contract with the Transportation Action Partnership, a non-profit transportation management association (TMA). Figure 2 shows the North Bethesda TMD and four other TMDs—Silver Spring, Bethesda, Friendship Heights and Greater Shady Grove were operational as of June 2012. As the map shows, the North Bethesda TMD, like the Greater Shady Grove TMD, covers a much larger geographic area than the Silver Spring, Bethesda, or Friendship Heights TMDs.

The North Bethesda TMD is managed by TAP, a nonprofit partnership of local business and government officials committed to improving transportation conditions within and through North Bethesda. TAP is a 501(c)(3), nonprofit organization.

Established in 1987, TAP was one of the first TMAs not only in the Washington, D.C., area, but in the nation. There are now more than 100 TMAs in the country, including more than 10 in the Washington-Baltimore region. However, TAP is, to date, the only true TMA in Montgomery County.

TAP's mission is to improve access to and from, and mobility within North Bethesda for those who reside, work, shop, and commute in the area. A major focus for TAP has been to serve as a source of information on transportation programs and services, in particular those aimed at minimizing congestion, providing options to single-occupant commuting, and reducing air pollution.

North Bethesda TMD—Overview

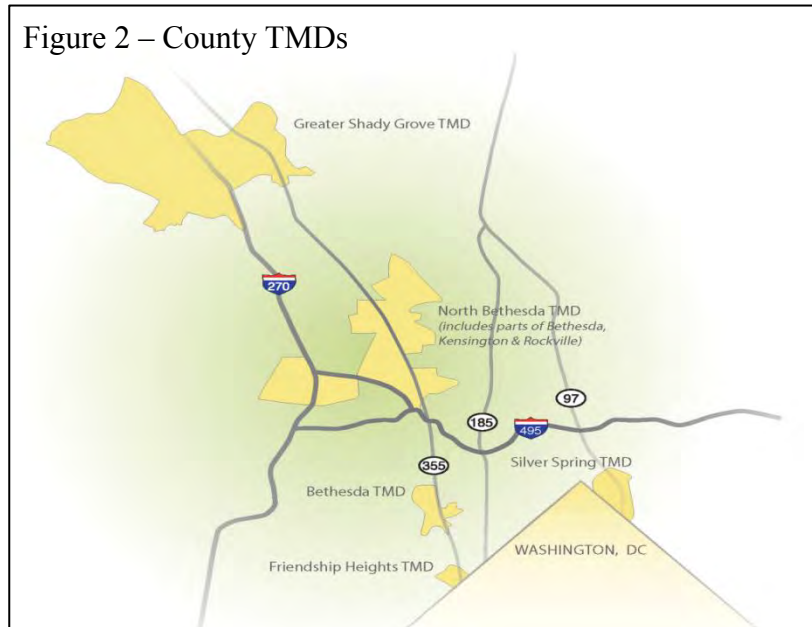
The North Bethesda TMD serves a large geographical area that stretches from Rockville Pike and the Beltway on the south, to the City of Rockville on the north, Westfield Montgomery mall on the west, and to Twinbrook Parkway and Veirs Mill Road on the northeast. It includes the areas around three Metrorail stations: Grosvenor-Strathmore, White Flint, and Twinbrook.

The TMD serves more than 88,000 employees at more than 800 companies and includes numerous employment centers including Rock Spring Park, Executive Boulevard/East Jefferson Street, Rockville Pike, Twinbrook Parkway, Parklawn Drive, and Fishers Lane.

Some of the county's largest private sector employers are located in the North Bethesda TMD area, including Marriott International, Lockheed Martin, Coventry Health Care, U.S. Pharmacopeial Convention, Host Hotels and Resorts, Kaiser Permanente, HMS Host, Hebrew Home, Jewish Community Center, and IBM. Several federal agencies also have offices in North Bethesda, including the National Institutes of Health (in Rock Spring Park and along Executive Boulevard and Fishers Lane), the U.S. Nuclear Regulatory Commission (NRC), and the U.S. Department of Health and Human Services (HHS). In recent years, there have been as many as 18,000 federal employees in the North Bethesda TMD area.

Numerous retail centers have operated throughout North Bethesda, including White Flint and Westfield Montgomery malls, Georgetown Square, Mid-Pike Plaza, White Flint Plaza, Montrose Crossing, Loehmann's Plaza, and Pike Center. Major retailers located in the TMD area include Macy's, Sears, Lord and Taylor, Harris Teeter, Whole Foods, Giant, Safeway, Shopper's Food

Figure 2 – County TMDs



Warehouse, Barnes & Noble, Target, and numerous restaurants. Several of these centers as well as some of these retailers have closed and/or are slated to close as the result of redevelopment plans, particularly in the White Flint area.

Strathmore Music Center, the Eunice Kennedy Shriver & Sargent Shriver Aquatic Center, and the Bethesda North Conference Center and Hotel are also located in the North Bethesda TMD area.

The North Bethesda TMD also works with several multi-family communities, including White Flint Station, The Sterling, North Bethesda Market, The Gallery, Wentworth House, The Meridian at Grosvenor, Avalon at Grosvenor, Berkshire at Rock Spring, and Inigo's Crossing.

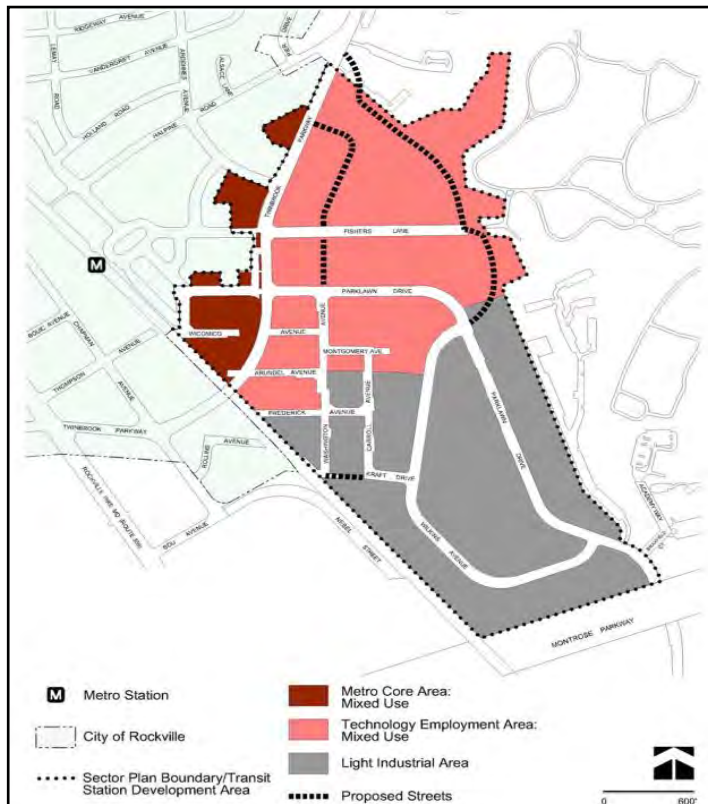
Recent Planning Efforts

As discussed above, in 1992, the North Bethesda/Garrett Park Master Plan was adopted and approved. In recent years, two sector plans have been completed for parts of North Bethesda. Both sector plans serve as amendments to the North Bethesda/Garrett Park Master Plan, which was completed in 1992.

Twinbrook Sector Plan

The Twinbrook Sector Plan was adopted in January 2009. It covers an area of roughly 150 acres east of the Metrorail Red Line. The sector plan's northern and eastern edges abut the City of Rockville and the CSX/MARC rail line. Its eastern boundary is adjacent to Parklawn Memorial Park. To the south is the Montrose Parkway right of way. The area is in close proximity to the Twinbrook Metrorail station. The plan envisions Twinbrook as a single community of complementary residential and commercial neighborhoods. Key recommendations of the plan included:

Figure 3 – Twinbrook Sector Plan Area



- Establishing and applying a Transit Mixed-Use (TMX-2) Zone to facilitate mixed-use development in the Metro Core Area and Technology Employment Area.
- Amending the I-4 Transit Station Development Area to facilitate an urban environment, with standards appropriate to a transit-accessible area of light industrial uses.
- Creating a network of local streets that offer alternative vehicle routes.
- Creating and enhancing pedestrian and bike routes that connect to parks and the Twinbrook Metro station.

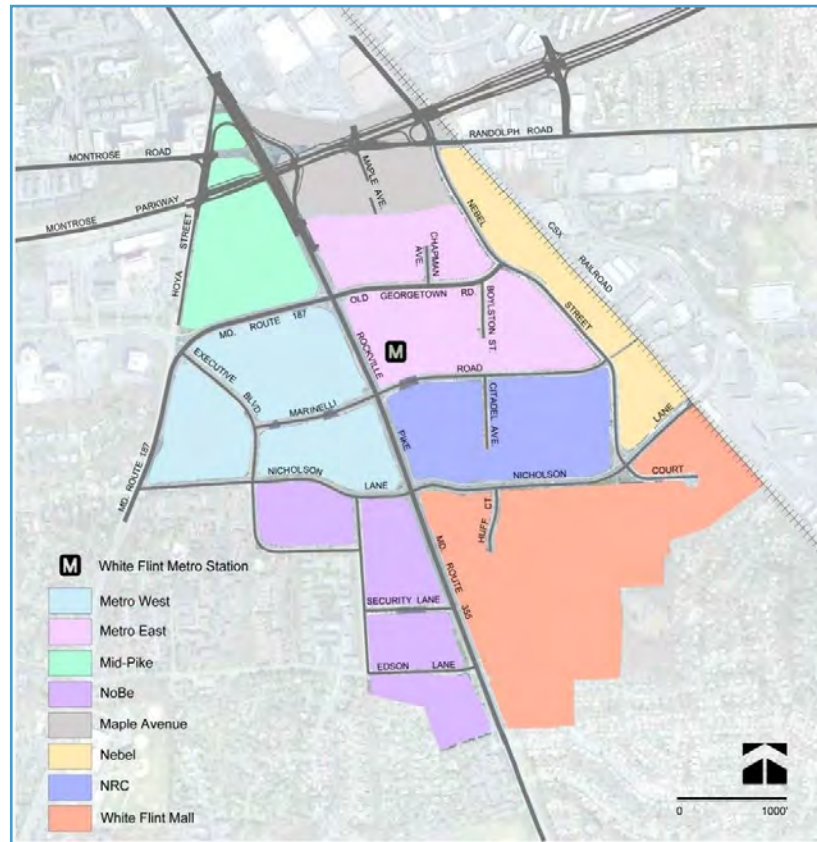
White Flint Sector Plan

The White Flint Sector Plan was adopted in April 2010. The plan area covers 430 acres and is bounded by the CSX track

on the east, Montrose Parkway on the north, Old Georgetown Road on the west, and White Flint Mall to the south. All of the plan area is within a three-quarter mile radius of the White Flint Metrorail station. The plan envisions a transit-focused, multi-modal mobility system that supports the proposed urban center and local neighborhoods.

The White Flint mixed-use urban center includes eight districts: Metro West, Metro East, Mid-Pike, NoBe, Maple Avenue, Nebel, Nuclear Regulatory Commission (NRC), and White Flint Mall. The plan aims to create a thriving, diverse mixed-use center with the highest intensity closest to Metro and along Rockville Pike. The plan addresses the importance of an enhanced-grid street network that includes business district streets and a finer-grained system of local connections, including private streets for more direct vehicular and pedestrian circulation.

Figure 4 White Flint Sector Plan Area



The plan also calls for the transformation of Rockville Pike into a grand boulevard, a second northern entrance to the White Flint Metrorail station, establishment of a circulator bus, designation of the area as a Bicycle/Pedestrian Priority Area, the provision of bikeway network links to existing and proposed transit facilities, and parking management strategies.

III. TMD OPERATIONS, PROGRAMS, AND SERVICES

A. Establishment of the Transportation Management District

As indicated above, the North Bethesda TMD is operated by the Transportation Action Partnership of North Bethesda and Rockville, Inc. The North Bethesda TMD is operated under a contract with Montgomery County government through the Department of Transportation, Commuter Services Section. The initial contract with TAP to operate the TMD was executed in June 1996. Subsequent contracts were executed in 1998, 2001, 2004, 2007, and 2011.

The primary purpose of the TMD is to address traffic congestion in the North Bethesda area during peak morning and evening commute times. Additional objectives—such as cleaner air,

noise abatement, pedestrian safety, and bicycle safety—are closely related to the overall goal and are important quality-of-life issues in the greater North Bethesda community.

North Bethesda TMD is the second Transportation Management District to be established in the county, using the highly successful Silver Spring Transportation Management District as a model. There are five operating TMDs in the county:

- Silver Spring TMD
- North Bethesda TMD
- Bethesda TMD
- Friendship Heights TMD
- Greater Shady Grove TMD

(Note: A sixth TMD has been formed in the White Oak Master Plan area, but as of June 2012 was not yet operational.)

The County’s TMDs all share the same goals by virtue of the Montgomery County Council legislation that mandated the use of established transportation demand management (TDM) techniques and strategies to reduce traffic congestion and air and noise pollution; increase transportation capacity by promoting the use of mass transit and other alternatives to driving alone; and promote greater traffic safety and pedestrian and bicycle access.

B. TMD Operations

TMD Staffing

As previously discussed, the North Bethesda TMD is operated under a contract with the Transportation Action Partnership and the County’s Department of Transportation, Commuter Services Section.

The office of TAP and the North Bethesda TMD is located at 5640 Nicholson Lane, in the heart of North Bethesda. It is within walking distance of the White Flint Metro station.

The TMD’s staff includes an executive director, an assistant director, a marketing manager, and other administrative support staff. The TMD also utilizes several professional services consultants—such as freelance writers, graphic designers, traffic engineers, and marketing consultants—to help with specific projects and products.

TMD Funding

The County funds the TMD with money collected from fees on new development, Share-a-Ride parking reduction program fees, and parking revenues. Overall funding for the TMD from FY96 through FY12 is shown below in Table 1; average monthly revenue collected from meters, permits, and tickets is shown below in Table 2; and annual revenues and expenses are detailed below in Table 3.

Table 1 – North Bethesda TMD Funding

Year	Funding	Year	Funding	Year	Funding
FY96	\$177,620	FY02	\$352,750	FY08	\$589,505
FY97	\$202,700	FY03	\$375,000	FY09	\$608,049
FY98	\$300,640	FY04	\$399,375	FY10	\$347,380*
FY99	\$372,996	FY05	\$326,166	FY11	\$533,140
FY00	\$312,000	FY06	\$524,700	FY12	\$527,809
FY01	\$325,000	FY07	\$553,005	≡	≡

(* Initial contract amount of \$592,380 for FY10 was reduced mid-year by \$245,000)

Fees on New Development:

In December 1995, the County adopted Executive Regulation 25-95. This regulation allowed the County to collect fees on new commercial and multi-family development in North Bethesda. The regulation expired on January 1, 2000. Under the regulation, the County could not begin to collect these fees until the first of the fiscal year following the year when the first use and occupancy (U & O) permit was issued for an eligible project. Prior to the expiration of the regulation, there was only one project that was subject to Executive Regulation 25-95 for which use and occupancy permits had been issued. The project was a multi-family residential project for which fewer than 100 U & O permits were issued.

In November 2005, the County introduced Bill 36-05, which authorized the County Council to set fees by resolution on development in the County’s TMD areas. Previously passed legislation, Bill 16-04, required that all fees, charges, and fares associated with programs and services of the County’s Department of Public Works and Transportation be established by the County Council. In May 2006, the County Council passed resolution 15-1481, which established fees of ten cents per square foot on commercial space in the TMD for developments that were occupied after July 1, 2006, and where payment of the fee was identified as a condition of approval for space occupied before July 1, 2006. The County began collecting these fees the following year in FY07. The fees are addressed in Sec. 31-33 of the County Code.

Table 2 – Fees Collected

	Fees Collected
FY07	\$73,636
FY08	\$90,252
FY09	\$95,900

FY10	\$115,894
FY11	\$149,659
FY12	\$152,100

Share-a-Ride District Fees:

Chapter 42 of the County Code provides for the designation of Share-a-Ride districts. Developers of commercial projects in Share-a-Ride districts can agree to reduce their obligation for required parking under the Zoning Ordinance by 15 to 20 percent if they agree to pay an annual Share-a-Ride fee and undertake certain trip reduction activities. Currently, there is one development in North Bethesda that is subject to this fee. The fee is 15 cents for each \$100 of assessed value. The revenues generated from this development have ranged from \$40,000 to over \$100,000 a year. The revenue that the County collects from Share-A-Ride fees in North Bethesda is used by the County as a funding source for the North Bethesda TMD.

Note: As a result of recent revisions to the Zoning Ordinance, required parking has been reduced for most commercial developments, with the result that the reductions in parking for developments under the Share-a-Ride provisions are no longer able to be implemented in most cases.

Parking Revenue: The net revenue from on-street parking meters the County has installed in North Bethesda and monthly parking permits has provided the County with a resource that allows support for the TMD through the County’s budget process. The County’s Division of Parking Management staff and their contractors are responsible for meter maintenance, operations, collections, and enforcement. The TMD has worked with the County to disseminate information about the meters, meter rates, and availability of monthly parking permits.

Meter Revenue: In the mid-1990s, when meters were initially installed in North Bethesda, the short-term meter rate was 50 cents per hour, and the long-term meter rate was 25 cents per hour. In August 2003, the rate for long-term meters was raised to 35 cents per hour. In October 2004, the long-term rate was raised once again to 40 cents per hour. In May 2007, the County Council passed a resolution that increased the hourly rate for long-term meters to 45 cents, 60 cents an hour for short-term meters, and \$85 for monthly permits. In 2009, the rates were raised to 75 cents per hour for short-term, 50 cents per hour for long-term, and \$95 for monthly permits. On January 1, 2012, the rate increased to \$113 a month for a Parking Convenience Sticker (PCS), 75 cents for short-term meters, and 60 cents for long-term meters.

Parking revenue has fluctuated not only as the result of increases to meter and permit rates, but also as a result of changes in the number of long- and short-term meters in areas such as Tuckerman Lane, and the construction of new parking facilities near the Grosvenor-Strathmore, White Flint, and Twinbrook Metrorail stations. Parking revenue was also impacted by the Rockville Pike/Montrose/Randolph Road intersection construction project that reduced the number of parking spaces that were available at the Montrose/355 commuter lot. With completion of the intersection project, many of these spaces were replaced at a new lot immediately north of Montrose Parkway.

Permit Revenue: Parking revenues also come from the sale of monthly parking permits or Parking Convenience Stickers (PCSs). While the permits can also be used at any long-term parking meter in North Bethesda, nearly all of the permit revenue is a result of employers purchasing permits in bulk for employees parking at the Montrose/355 commuter parking lot, located on Rockville Pike. One of the employers, National Institutes of Health (NIH), uses the lot for off-site parking and operates a shuttle from the lot to its main campus in Bethesda. Permit revenue fluctuates because of changes in the number of permits being ordered by businesses in the area. In August 2003, the rate for the monthly permits was raised from \$45 to \$65; it was raised again in the fall of 2004 to \$75 per month; in 2007 to \$85; in 2009 to \$95; and in 2012 to \$113. These rate increases coincided with the increase in the rate for long-term meters. As noted above, the permits can be used at any long-term meter in North Bethesda. This includes meters on Old Georgetown Road, Nebel Street, Woodglen Road, and Marinelli Road, as well as meters at other locations in North Bethesda.

Cash Keys: The TMD is a sales outlet for cash keys that can be used at parking meters throughout the county, including meters in North Bethesda. The electronic keys function somewhat like a debit card. A monetary value can be purchased and placed on the keys. When a key is inserted into a parking meter, the cost of the parking is deducted from the key in one- to three-hour increments (depending on whether the meter is short- or long-term). The system is designed so that the keys can be used at any electronic meter in the County, with the “money” spent at meters in North Bethesda credited to North Bethesda. The keys provide an added convenience for people for whom a monthly permit is not a viable option and who wish to use their parking keys at meters not only in North Bethesda but throughout the County. (Note: Cash Keys were eventually discontinued by the County in the first half of 2014.)



Pay-by-Cell: During 2011, the County added a pay-by-cell phone feature to parking meters in North Bethesda. This feature had previously been available on meters in Bethesda, Silver Spring, Wheaton, and Montgomery Hills.



Table 3 - Parking Revenue - Meters and Permits

	Meter – Annual	Permits – Annual	Total Revenue
FY03	\$265,123	\$181,573	\$446,696
FY04	\$406,741	\$352,573	\$759,314
FY05	\$307,661	\$324,603	\$632,264
FY06	\$279,986	\$442,633	\$722,619
FY07	\$256,706	\$422,803	\$679,509
FY08	\$262,178	\$470,573	\$732,751
FY09	\$314,414	\$223,809	\$538,223

FY10	\$289,786	\$304,553	\$594,339
FY11	\$304,279	\$256,392	\$560,671
FY12	\$367,965	\$266,779	\$634,744

Parking Expenses: The costs associated with generating parking revenue must also be considered. Parking expenses include meter maintenance, meter collection, enforcement of the meter operations, permit sales, and an allocation of the administrative and overhead costs of the County’s parking office, as well as occasional one-time expenditures. Most of these expenditures were for improvements to the Montrose/355 lot when it was first established as a permit-only/managed facility and included pavement patching and repairs, lighting improvements, and re-stripping of portions of the lot. In FY04, approximately \$42,000 was spent on major repairs and lot repaving. The Montrose/355 parking lot is managed by the County under a Memorandum of Understanding (MOU) with the Maryland State Highway Administration.

Grants: During the TMD’s first full year of operation in FY97, the TMD derived a major portion of its financial support from a special grant from the State of Maryland. The grant, a Transportation Emissions Reduction Pilot Program (TERP) grant, provided funding for specific services and programs to be implemented in North Bethesda and parts of Rockville. In FY98, the TMD also received funding from the TERP grant. In both FY97 and FY98, the TERP grant provided funding for programs and services that were managed and implemented by the County Department of Public Works and Transportation, as well as others that were implemented through the TMD. The TMD received \$90,500 in TERP funds in FY97 and \$71,000 in FY98. Programs that were funded through TERP included: pedestrian and bike improvements, high-tech information centers, parking meter acquisition, low-tech transit information, bus stop facilities, a rush-hour shuttle between the Grosvenor-Strathmore Metro station and Rock Spring Park, and a North Bethesda transit/vanpool incentive program. TERP funds were not available after FY98.

TMD Advisory Committee

The work of the North Bethesda TMD is guided by an advisory committee. The composition and mission of the advisory committee was originally outlined in the North Bethesda Task Force Report. The size and composition of the advisory committee was also specified in the legislation that created the TMD. In addition, the creation and involvement of an advisory committee, meeting the criteria outlined below, is a condition of the grant agreement between the County and TAP for operation of the TMD.

The TMD Advisory Committee has 18 voting members selected from the following categories:

- Chambers of Commerce that have interests in the North Bethesda area (such as the Bethesda, Rockville, and Montgomery County Chambers)
- Employers with 50 or more employees
- Employers with fewer than 50 employees
- Residents of the area, including one from the City of Rockville and one or two from the North Bethesda area, with representation from the civic organizations in the area, as well as representatives from single-family and multi-family residences
- “At-large” representatives from the North Bethesda area elected by the other members of the advisory committee

- Commercial property owners

The committee also includes three non-voting members:

- The Director of the Montgomery County Department of Transportation (MCDOT)
- A representative from the Maryland-National Capital Park and Planning Commission (M-NCPPC)
- A representative from the City of Rockville

The advisory committee's responsibilities include:

1. Propose guidelines for traffic mitigation contracts;
2. Monitor the implementation of traffic mitigation contracts;
3. Evaluate progress in attaining the commuting goals specified in the Sector Plan or Growth Policy, if any;
4. Recommend government, private or joint actions necessary to facilitate attainment of the commuting goals specified in the Sector Plan or Growth Policy, if any;
5. Advise on parking policies;
6. Review traffic patterns and control measures in the North Bethesda TMD and vicinity as they relate to transportation demand management, including any relevant issues relating to neighborhood parking and pedestrian access and safety;
7. Advise on North Bethesda TMD operations, budgeting, and expenditures;
8. Submit comments and recommendations on the biennial report; and
9. Provide comments and recommendations on Traffic Mitigation Plans (TMPs) and on Annual Reports of Activities submitted by employers pursuant to Chapter 42A-24 of the County Code.

Figure 5. North Bethesda TMD Advisory Committee — FY12

Representatives from Chambers of Commerce with interests in the North Bethesda area (such as the Bethesda-Chevy Chase, Rockville and Montgomery County Chambers):

- David Freishtat (Bethesda-Chevy Chase Chamber of Commerce)
- Stacy Silber (Montgomery County Chamber of Commerce)
- John Kraus (Rockville Chamber of Commerce)

Large employers:

- Jim Young (Marriott Corporation)
- Nancy Turner-Boyd (U.S. Nuclear Regulatory Commission)
- Randy Huff (Lockheed Martin Telecommunications)

Small employers:

- Lee Barnes (Executive Coach, Ltd.)
- Bill Carey (Strathmore)

Representatives of residents of the area, one of which should be from the City of Rockville and one or two from the North Bethesda area. Efforts should be made to obtain diversity in representation from the civic organizations in the area as well as representatives from single-family and multi-family residences:

- John Tyner (City of Rockville)
- Ken Hurdle (North Bethesda/White Flint area)
- Bridget Cahill (Grosvenor area /multi-family)

Representatives at-large:

- Steve Robins (Lerch, Early & Brewer)
- Craig Hedberg (ITS)
- Tom Hayden (National Institutes of Health)

Representatives from commercial property owners:

- Charles A. Camalier - Davis/Camalier Families
- Mike Smith - LCOR
- Evan Goldman/Tommy Mann - FRIT

Non-voting members:

- Montgomery County DOT
- M-NCPPC
- City of Rockville

C. TMD Marketing Programs

The North Bethesda TMD has always maintained a multi-modal, multi-audience focus aimed at moving as many workers and residents as possible out of solo driving. The TMD's programs have therefore been tailored to meet the needs, interests and locations of its customers. (See Appendix 1 for an overview of representative TMD priorities in 2012.) The TMD helps employers understand their role in influencing employee commute mode choice, while also reaching out to commuters through their employer as well as through other avenues.

The TMD's employer outreach and work-site marketing of TDM services and commute options has been robust since the TMD's inception. In the spring of 2003, the TMD also began working with area businesses as they implemented Traffic Mitigation Plans (TMPs) required as part of County Code Sec. 42A-24. The TMD's work in conjunction with the implementation of Sec. 42A-24 is discussed later in this report.

Super FareShare and Transit Benefits

While the TMD has always actively promoted transit benefit programs to employers in North Bethesda, from 1999 to early 2010 the TMD worked closely with the Commuter Services to promote transit benefits through the County's Super FareShare transit subsidy program.



The Super FareShare program went through many changes over the years. Super FareShare began as a five-year transit subsidy program available to employers located in the County's TMDs. Through the program, employers could purchase discounted transit passes from the County. During the program's early years, companies were eligible for up to \$20,000 a year in transit subsidies for their employees. For several years, the monthly subsidy was capped at \$65 a month, but that amount increased in later years.

From June 2006 to January 2010, the Super FareShare program was known for the \$1 deal. During the first year, a company only needed to contribute one dollar per employee per month. During years two through five, the County and company each contributed 50 percent. In June of 2006, the

Super FareShare program was extended to nine years and made employers eligible to receive up to \$30,000 a year. From 2001 through 2009, 48 North Bethesda companies had enrolled in the Super FareShare program. Those companies are listed below (although some have since relocated from North Bethesda).

- Advanced Biosciences
- American Kidney Fund
- ARVO
- ASHA
- B & G Regal Domestics
- Barwood
- Bethesda North Conference Center
- Boland
- Booz Allen Hamilton
- Charles E. Smith Hebrew Home
- Charles Products
- Concentra
- Connective Solutions
- D & K Group
- Dr. Applebaum
- Dr. Michael Tannehaus
- Enterprise Integration

- Family Carpet
- Federal Management
- Financial Strategies Group
- Functional Genetics
- GMG Management
- Goren, Wolff & Orenstein
- Grossberg Company
- Hair Expressions
- Host Marriott
- IQ Solutions
- Jerry's Subs
- Jewish Social Service Agency
- Kevric
- Marriott
- Maryland Heart
- Meyers Meighan Group
- My Organic Market
- NABI
- Office Pro
- Pioneer Press
- PLR
- Premier Health Care
- Shulman, Rogers, Gandal, & Pordy
- SPS Consulting
- Sun America
- Tax and Accounting Professionals, Inc.
- The Feldman ENT Group
- U.S. Pharmacopeia
- United Bank
- United Communications
- Virtue Technologies

For many years, through the County's Super FareShare transit subsidy program, companies could purchase Metrocheks, Ride On 20-trip tickets, Ride On two-week passes, and Ride On tokens. Metrocheks could be used to ride Metrorail or exchanged for various bus and commuter rail tickets; they could also be used for approved vanpools. Later, with the region's move to SmarTrip® cards, the Super FareShare program moved away from the sale of passes to the use of SmartBenefits® and SmarTrip® cards. For several years, federal agencies were able to participate in the program, but starting in FY03, participation was limited to private-sector

companies. Both HHS and NRC had participated in FareShare and Super FareShare during the period in which federal agencies were included.

Federal agencies were later excluded because, beginning in October 2000, federal agencies in the Washington metropolitan area were required to provide transit subsidies to their employees as a result of Executive Order 13150.

In 2005, the TMD also assisted Commuter Services with the creation of Super FareShare ads, including design and copy for placement in print media. The Super FareShare program continued through early 2010 when the County discontinued it for budgetary reasons.

IRS regulations establish the amount of money an employer can give an employee as a tax-free transit benefit. For several years, this was capped at \$65. The level varied over time: \$110 per month for 2007; \$115 for 2008; \$120 for January – February 2009; \$230 for March – December 2009 and 2010; \$230 for 2011; and \$125 for 2012. The benefit, which for many years was limited to transit and vanpool use, was expanded in 2009 to allow for a \$20 per month bicycle commuter benefit.

TMD staff worked closely with employers to implement their transit subsidy programs and then to market the benefit to their employees. TMD staff also worked closely with Commuter Services and WMATA to ensure that training programs were made available to assist employers implementing Super FareShare and updating them on changes made to the program. When the County suspended the Super FareShare program in early 2010 because of budget issues, TMD staff worked with employers individually to ease the transition. While some companies had to scale back their subsidy as a result of the County's suspension of Super FareShare, many were able to continue providing the benefit or at least offer a pre-tax transit subsidy.

State Tax Credit: Employers in Maryland can receive a tax credit of up to \$50 per month per employee using transit. The TMD provides information on the state tax credit to employers providing transit benefits. A number of North Bethesda companies are taking advantage of the tax credit.

Smart Moves!

The County's "Smart Moves!" program sought to enlist employer support for a wide range of alternative commute programs, such as transit, carpool/vanpool, bicycling and walking. Companies were designated as being a "Smart Mover" by offering transit incentives, providing bike lockers or racks, allowing flextime or telework, or providing up-to-date commute options information to employees (just a handful of the TDM strategies that a company can put into place). The marketing approach emphasized the positive benefits to an employer, such as higher employee morale and productivity, and the tax advantages available through federal and state programs. The SmartMoves! program was launched in 1998 as a focus of marketing and outreach efforts for a number of years.

TMD Branding

When the North Bethesda TMD was created, the staff and advisory committee worked closely with a graphic design firm to create a logo and branding image. These were introduced at a kick-off event for the TMD. The logo and identity have continued to be used ever since on collateral

materials, promotional items, websites, newsletters, and on other publications. This provides a unique and readily recognizable image for the TMD.



The TMD developed its first set of collateral materials—brochures describing services such as carpool and vanpools, transit services, bike programs and others—in 1997. In 2004, these were updated to reflect new programs and services available through the TMD and throughout Montgomery County and the region.

In recent years, the County has encouraged all its TMDs to integrate their Montgomery County Commuter Services affiliation into their branding. The North Bethesda TMD has therefore incorporated the Montgomery County seal and “Better Ways to Work” Commuter Services Section logo into the TMD’s website and other materials to publicly emphasize its close partnership with the County.



Commuter Information Days, Employer Outreach, and Other Marketing Initiatives

On-Site Marketing:

On-site marketing of commute options through “Commuter Information Days” (CIDs) or “Transportation Information Fairs” has proven to be a very successful strategy for the TMD. At these events, TMD staff set up attractive displays in building lobbies, outside employee cafeterias, or in other high-activity areas, usually at lunch time. TMD staff is on hand to provide one-on-one assistance so employees can select the commute options that work best for them. Employees can sign up for carpool or vanpool information, match lists, personalized transit itinerary packets, and information on bicycle commuting or telecommuting. Information is also available about a wide range of support services and programs such as the Guaranteed Ride Home (GRH) program sponsored by MWCOG Commuter Connections.



In addition to the CIDs held at businesses and multi-tenant office buildings, the TMD participates in a number of special events each year. These include the Nuclear Regulatory Commission (NRC), where the TMD participates in annual events such as Earth Day and Diversity Day. The TMD has also participated in back-to-school nights at Walter Johnson High School, summer concerts at Strathmore, special events at Westfield Montgomery and White Flint malls, and

tenant fairs and employer-sponsored benefit fairs. The TMD also participates in events at multi-family residential complexes in North Bethesda and at the County’s Affordable Housing Conference.

In 2004, the TMD created new marketing materials, including an “Employee Commuter Kit.” The Employee Commuter Kit has a large pocket to hold bus schedules and information on regional programs such as Guaranteed Ride Home.

The TMD has also created large displays to be used during lobby promotions. The display has been very effective in drawing attention, particularly at large events such as those held at NRC, HHS, and the NIH.



Follow-up Calls:

Regular telephone follow-up calls and/or email communication to people who have already signed-up for commuter assistance are very important, since these people will often request further help, such as additional carpool/vanpool matches or more transit information. The TMD also uses follow-up calls to determine whether the commuter assistance information previously provided (i.e., ridesharing match lists or transit itineraries provided through the Commuter Connections regional database) resulted in any commute mode or travel behavior changes.

Valuable information can also be obtained to determine whether the types of commuter services and options being provided are meeting commuters’ needs, or whether new programs or services need to be offered. In this way, the follow-up calls serve as mini-surveys of needs and perceptions about existing services. This highly personalized “customer service” has many long-term benefits as well. Many of the commuters in the TMD’s database have been active participants for more than five years, some for as many as 15 years. Loyal participants such as these often refer their co-workers to the TMD, which in turn increases the number of commuters added to the Commuter Connections regional ridematching database—thus enhancing the TMD’s ability to match people for carpools and vanpools. (See Appendix 2 for customer service data from follow-up calls.)

Newsletter:

The TMD has published a newsletter regularly since its early days as a vehicle for regular communication and engagement with commuters, employers, and other stakeholders. For many years, the newsletter was printed in full color and mailed to recipients. The TMD shifted away from the printed version over the past couple of years in favor of electronic newsletters. The TMD’s newsletters have always focused on County and regional TDM programs, as well as on specific local programs and special events, such as Bike to Work Day, Car Free Day, and Walk & Ride. They have also provided updates on new transit services and air quality alerts.

Website:

The TMD launched its website in 1999. The website includes links to Metro, Ride On, MWCOG/Commuter Connections, and other organizations in the area providing commute options information. The website is also used to announce information on special programs and events, such as Bike to Work Day, Walk & Ride, and Car Free Day; transit benefit programs; employer workshops on topics such as Live Near Your Work; telework; and regional programs such as Pool Rewards. Commuters can use links on the website to request ride matches and transit information.

Vanpool Formation Meetings:

TMD staff meets regularly with employees interested in vanpooling. Organizing meetings are held to help interested participants determine hours, pick-up locations, routes and other issues to ensure the successful formation and operation of the vanpool. Vanpool formation meetings and brown bag lunches have been held at many major work sites. Interested employees get together with others who live near them. Often the TMD invites staff from private third-party vanpool management companies in the area, such as VPSI/vRide and Enterprise RideShare, to attend these meetings. Commuters can lease vans from such companies on a monthly basis; the lease includes insurance, maintenance, and access to back-up vehicles. Individuals in the vanpool group serve as volunteer drivers. Costs depend on commute distance, the model of the vehicle, and the number of participants. As an example, the cost for a 12-passenger, bench-seat van with a 70-mile round-trip commute (such as North Bethesda to Frederick) would be approximately \$1,300 per month in 2012, assuming gas prices at \$3.60 a gallon.

Vanpooling is generally most successful for commutes of at least 15 miles one-way and when the group can save time by using an HOV lane. Work-site parking issues can also have a big impact on vanpool formation—whether from a lack of parking, availability of preferred parking spaces or rates for vanpoolers, or high parking fees for SOVs. Vanpooling had become more attractive in recent years as allowable tax-free employer transit subsidies (which can also be used for commuter vanpools) had increased to \$230. Unfortunately, when the transit subsidy dropped back to \$125 in 2012, interest in vanpooling waned.

'Pool Rewards is a special incentive program available through Commuter Connections designed to encourage current drive-alone commuters to start ridesharing in the Washington metropolitan region.



Initially, 'Pool Rewards, which started in 2009, only provided an incentive for people to join carpools. But the program was expanded in FY11 to include vanpools. Commuters who drive alone to work may be eligible for a cash payment through 'Pool Rewards when they start or join a new carpool or form a new vanpool.

Financial incentive programs to encourage people to start vanpooling are available through a number of jurisdictions in the region, including Frederick County, Prince Georges County, and jurisdictions in Northern Virginia. The TMD works closely with interested commuters to help them take advantage of these programs, which are generally available to any new vanpool originating in the jurisdiction. While Montgomery County currently has no subsidy available, it did enable employees to use their Super FareShare subsidy to pay for vanpool costs when that program was active.

Employer Recognition Events

Transportation A2CE Awards:

In June 2009, Commuter Services coordinated with the TMDs to host the Transportation A2CE Awards, “Advocates for Alternative Commuting Excellence”, spotlighting employers in Montgomery County that provided outstanding employee commute alternatives programs. These businesses partnered with the County and the TMDs to address traffic congestion and air quality challenges, and contributed to a more sustainable and environmentally-friendly community, while at the same time helping their employees get to work in a less stressful and more cost-

effective manner. Several North Bethesda employers were recognized: Blue Star Group, Inc.; IQ Solutions; Maryland Heart, P.C.; and U.S. Pharmacopeial Convention.

Metropolitan Washington Council of Governments (MWCOG) Recognition:

North Bethesda employers have also been recognized by MWCOG for their achievements. In recent years this has included Marriott, NRC, and Barwood.

In June 2009, MWCOG recognized the North Bethesda TMD, along with Montgomery County Commuter Services and Bethesda Transportation Solutions (BTS), with the Employer Services Sales Team Achievement Award. The North Bethesda TMD, BTS, and County Commuter Services teams had previously been recognized for this award in 2006 and 2007 as well.

Federal, State, and Regional Initiatives

In conjunction with the County, the North Bethesda TMD also actively promotes federal, state, and regional programs in its employer outreach efforts (several of which are described in detail in this report), among them:

- Federal Commuter Choice: TMD staff educate employers and employees regarding the advantages of the federal tax-free transit benefit.
- Best Workplaces for Commuters: This former Environmental Protection Agency initiative, now operated by the Center for Urban Transportation Research, recognizes outstanding employers that voluntarily implement commuter programs.
- Maryland's Commuter Choice Tax Credit: The State provides employers a 50 percent tax credit to offset the cost of providing a transit or vanpool subsidy.
- Maryland Telework Partnership with Employers: The Maryland Department of Transportation (MDOT) has provided employers with free telework consulting services.
- Guaranteed Ride Home: MWCOG/Commuter Connections offers commuters who use transit at least two times per week a free ride home or elsewhere for unexpected emergencies. The program is available in Maryland, Virginia, and D.C.



Other Initiatives and Services

Shuttle and Express Bus Service:

While most employment sites in Montgomery County's TMDs in Silver Spring, Bethesda, and Friendship Heights tend to be within easy walking distance of a Metrorail station, North Bethesda's employers are more dispersed and relatively few are within walking distance of a Metrorail station. Even some employment sites that are relatively close to a rail station may not have "pedestrian-friendly" connections to the station. Last-mile connectivity to public transit, plus commuter preferences about maximum walking distance, make shuttle and express bus service vital elements of North Bethesda's mobility.

Twinbrook Metro Shuttle – Ride On Route 93:

In January 2001, a peak-period shuttle was implemented from the Twinbrook Metro station to the Parklawn Building and other employment centers along Parklawn Drive and Twinbrook Parkway. More than 6,000 people work for the U.S. Department of Health and Human Services (HHS) in the Parklawn Building and at other nearby office buildings. Prior to 2001, a number of different Ride On and Metrobus routes provided bus service from the Twinbrook station to the Parklawn Building and other buildings in the vicinity. Some of the buses traveled along

Parklawn Drive and others traveled along Twinbrook Parkway. These routes left many people with a long and often difficult walk from the closest bus stop to their office. Moreover, service schedules were irregular, and headways could be as long as 20 minutes, even during peak periods.

Therefore, the Twinbrook Metro shuttle was implemented to provide a more frequent and direct connection from the Metrorail station to employment sites.

The shuttle's original route was a continuous loop from the Twinbrook Metro station along Twinbrook Parkway to Fishers Lane and back along Parklawn Drive to the Metrorail station. Buses run from approximately 6:00 a.m. to 9:00 a.m. and from 3:15 p.m. to 6:15 p.m. The service initially operated with 12-minute headways, but in recent years for budgetary reasons the headways were changed first to 15 minutes and later to 30 minutes. Originally, the fare was just 25 cents, but it is now the same as other Ride On routes. In the fall of 2011, the route for the shuttle was adjusted because of construction activity in the area. As a result, the shuttle no longer travels along Parklawn, but turns back along Fishers Lane. The TMD continues to market this service to employers in the area.

Frederick Express Bus Service:

Employee surveys and other needs assessments indicated demand for an express bus from Frederick County to work sites in North Bethesda—particularly the Rock Spring Park business park, but also employment centers along Executive Boulevard and East Jefferson Street in North Bethesda. Studies showed that six to eight percent of the 18,000 people working in Rock Spring Park, and six to eight percent of the 15,000 people working along Executive Boulevard, live in Frederick County or other locations to the north.

While a direct express bus from Frederick to areas such as North Bethesda would have been highly desirable, the resources were not available to implement service. It was estimated at the time that the cost of direct express service into North Bethesda would have been as high as \$200,000 net of fares. A more cost-effective option: extending the Maryland Mass Transit Administration's (MTA) 991 express bus that it had operated for several years between Hagerstown, Frederick, and the Shady Grove Metro station. In November 2001, MTA extended the 991 from Shady Grove into Rock Spring Park, with six buses in the morning, seven in the afternoon, and one at mid-day.

Montgomery County initially subsidized fares to keep users' cost at \$1.00 each way to encourage ridership. The reduced fare was maintained through December 2002. By 2012, the one-way fare from Hagerstown to Rock Spring Park had risen to \$5.75, and from Frederick to Rock Spring it was \$4.25 (although 10-trip tickets and monthly passes can lower riders' cost somewhat).

The TMD regularly markets this service to employers and employees in the Rock Spring business park. The TMD has also worked closely with Rock Spring Park employers, commuters, and MTA staff to address service, scheduling, and routing issues raised by riders working in Rock Spring Park.

While the 991 currently serves only the Rock Spring business park within North Bethesda, TMD staff has worked with MTA to explore options for express service from Hagerstown and Frederick to other North Bethesda employment sites, particularly East Jefferson Street/Executive Boulevard. The 991 bus travels down I-270 from the Shady Grove Metro station. Following

completion of the Montrose Parkway, which provides a very direct connection from I-270 to East Jefferson Street/Executive Boulevard, TMD staff met with MTA and DOT staff in early 2007 to explore the feasibility of additional service that would take advantage of this more direct connection. While the proposed service had significant merits, budget constraints prevented implementation.

Rock Spring/Grosvenor Shuttle – Ride On Route 96:

Rock Spring business park is one of the major employment centers in North Bethesda and the county, but it is unfortunately located several miles from the closest Metrorail station (Grosvenor-Strathmore). A shuttle was first implemented in 1996 between the Grosvenor-Strathmore Metro station and the Rock Spring business park with funding from the TERP grant. The service operated on 10- to 12-minute headways for two hours in the morning and two hours in the afternoon.

In January 2002, the service between Grosvenor and Rock Spring Park was expanded with all-day service to Westfield Montgomery mall. The TMD and County worked closely together in developing the route for the new service. Surveys were conducted with shuttle riders to get their input on routing and schedule issues. A number of outreach events were held to promote the service expansion.

In addition to the marketing that focused on the service expansion, there were a number of other marketing efforts for the service. The TMD continues to market this service, focusing on Rock Spring Park businesses. The Ride On Route 96 bus has three different routing configurations through the Rock Spring business park, depending on direction and time of day. While designed to provide stops as close as possible to each of the major office complexes in Rock Spring Park, the routing can be confusing given the layout of the business park's street network. In recent years, TMD staff have worked closely with Ride On staff to address service issues on the Ride On Route 96 bus and to explore options for simplifying the route and schedule.

Bus Shelters:

Since 1996, the TMD has worked closely with Ride On staff to identify new locations for bus stop benches and shelters, and to help the County secure approval from businesses for installation of shelters adjacent to their properties. From 1996 through 2004, more than 30 new bus shelters and 30 new bus pads and benches were installed in North Bethesda, some of which were funded by the TERP grant. The TMD has also worked with the County to coordinate the installation of bus shelters (including "Super Shelters") throughout North Bethesda provided by developers as part of their Traffic Mitigation Agreements (TMAGs).

For several years, starting in 2004, the TMD has worked closely with Ride On as additional bus shelters are installed in North Bethesda. The TMD continues to collaborate with the County to identify suitable sites for additional bus shelters.

Green Business Certification:

In 2009, the County's Department of Environmental Protection—in partnership with the Montgomery County Chamber of Commerce—launched the Green Business Certification



Program. According to its website, the program “is designed to recognize businesses and other entities that have taken voluntary steps to protect, preserve, and improve the environment.” Businesses can earn points toward certification by implementing a wide range of sustainable business practices, including TDM strategies and commute option programs. Several North Bethesda companies, including Berlin, Ramos & Co., Congressional Bank, Marriott, and Snyder Cohn, have received their Green Business Certification. The TMD works closely with these companies to assist them in pursuing their sustainability goals through the ongoing implementation of their TDM programs.

Bike to Work Day:

The TMD participates annually in “Bike to Work Day,” a regional event organized by the Washington Area Bicyclist Association (WABA) and MWCOG to promote bicycle commuting. Elected officials and other dignitaries regularly participate in the Bike to Work Day pit stop in North Bethesda, including County Council members Nancy Floreen, Roger Berliner, and George Leventhal, and State Delegate Aruna Miller.

The TMD inaugurated the Super Hero cyclist award at Bike to Work Day in 2006. North Bethesda businesses were invited to nominate one of their employees for the award. The first Super Hero cyclist award was presented to a gentleman who had biked to work for 17 years. Other awardees have included employees who are not only long-time, regular bicycle commuters, but individuals who have helped to promote bicycle commuting at their place of work and throughout the community.



The North Bethesda TMD has hosted 11 Bike to Work Day “pit stops” since 2002. From 2002 to 2009, the pit stop was held at the plaza in front of NRC on Rockville Pike. In 2010, the pit stop was moved to White Flint mall. Participation in the North Bethesda Bike to Work Day pit stop has grown steadily over the years, from 102 registered participants and seven sponsors in 2002 to more than 200 people and 10 sponsors in 2012.



In recent years, two additional pit stops have been established in North Bethesda: Marriott International in the Rock Spring business park, and an NIH office complex on Executive Boulevard. An additional 260 people attended these two pit stops. Because the North Bethesda TMD serves such a large geographic area, the addition of these pit stops has been advantageous in offering Bike to Work Day events in close proximity to

even more North Bethesda businesses and their employees.

Regionwide, Bike to Work Day 2012 attracted 12,566 registrants from 58 pit stops, which was a significant increase both in participants and pit stops, according to MWCOG. Montgomery

County held pit stops at 13 sites in 2012. MWCOG reported that the number of cyclists participating in the yearly event rose nearly 1,154 percent from 2001 to 2012.

Pedestrian Programs:

In May 2005 and May 2006, the TMD hosted a series of Walkable Communities workshops. The 2005 workshops focused on the Rock Spring Park employment center and the area around the White Flint Metro station. The 2006 workshops focused on employment areas along Executive Boulevard and the Twinbrook Metrorail station. The workshops were held in conjunction with the National Center for Bicycling and Walking and funded through the Maryland State Highway Administration’s Highway Safety Office.



More than 50 people registered for the workshops in both 2005 and 2006. Participants included area employers, property owners, community residents, representatives of the County’s Commission on People with Disabilities, elected officials, school system representatives, and local government and transit agency planners and traffic engineers.



In 2011, the Maryland State Highway Administration designated the White Flint Sector Plan area as the state’s first Bicycle and Pedestrian Priority Area (BPPA). This designation may provide for future opportunities for pedestrian and bicycle initiatives in the area.

Live Near Your Work:

Where people choose to live very much affects how they get to work. A long suburb-to-suburb or cross-county commute, for example, often means a commuter will choose to drive solo. Living within about a half mile of work, however, greatly increases the likelihood of walking.

In 2007 and 2010, with special grants from MWCOG/Commuter Connections, the TMD and Commuter Services hosted a “Live Near Your Work” program that included speakers from the County and State, banking industry, and private employers who talked about a variety of programs that make it easier and more affordable for people to live closer to their work, thus reducing commute times and costs. The programs included special home loans and other incentives.

TMD staff have also participated as an exhibitor, along with Commuter Services staff, in the County’s Affordable Housing Conference that addresses low-income residents’ need for viable mobility choices along with affordable housing.

Business Relocation Commuter Assistance:

The TMD staff works closely with businesses that are moving to Montgomery County and into the TMD service area. When a business relocates, it is an ideal time to help the employees with their commute and to encourage them to begin ridesharing or using transit. The TMD relies upon referrals from commercial property management companies, commercial leasing agents, the County’s Office of Economic Development, and other business contacts to learn about companies relocating to the area.

Telework:

TMD staff also provides technical assistance for area employers interested in learning more about telework (aka “telecommuting”), and provides information on Maryland’s telework program as well as consulting assistance available through Commuter Services and its partnership with Commuter Connections and the State of Maryland. Several North Bethesda businesses have requested technical assistance. The TMD also helped Commuter Connections prepare case studies on telework programs at three North Bethesda companies: U.S. Nuclear Regulatory Commission, U.S. Pharmacopeia, and Marriott International. These case studies are featured on the Commuter Connections website.

Parking Management

Beginning in 1996, meters were installed on all streets where on-street parking had previously been allowed. Prior to their installation, extensive field work was undertaken to determine whether short- or long-term meters were more appropriate on a given street.

Figure 6. Parking Meters in North Bethesda – Spring 2012		
STREET	LONG-TERM METERS	SHORT-TERM METERS
Auto Park Avenue	14	0
Citadel Avenue	0	42
Executive Boulevard	49	28
Fishers Lane	0	33
Halpine Road	12	0
Hoya Street	17	0
Kraft Lane	10	0
Marinelli Road	58	0
Motor City Drive	13	0
Nebel Street	67	30
Nicholson Court	26	0
Old Georgetown Road	62	2
Rockledge Drive	51	0
Security Lane	0	41
Tuckerman Lane	80	78
Wicomico Avenue	18	0

Wilkins Avenue	57	34
Woodglen Road	50	3
TOTAL	584	291

The number of meters has fluctuated over time, peaking at approximately 980. Construction projects and the addition of new driveways/streets/intersections in North Bethesda have impacted the number of meters. The TMD continues to work with County Division of Parking Management staff to determine appropriate locations for new meters and to respond to requests from businesses and residents regarding meter locations.

Payment is required between 7:00 a.m. and 7:00 p.m., Monday through Friday. Monthly parking permits are available for use at the long-term meters. Most long-term meters allow parking for up to 12 hours. Most short-term meters permit parking for up to two hours, although a few meters that allow only one-hour parking were installed.

MD 355/Montrose Commuter Lot: In FY97, the County took over operation of this lot, located at Rockville Pike and Montrose Road, under an agreement with the State of Maryland. For many years, the lot had been used by Metrorail riders and employees from nearby offices who were attracted by free parking spaces. On October 2, 2000, the County began requiring permits for parking at the lot. The TMD coordinates with Commuter Services and the Division of Parking Management on many issues regarding this lot, including staffing a telephone information line to provide the public with information on permits and answers to questions about the use of the lot or other North Bethesda parking matters. The TMD has also worked in collaboration with the County to facilitate special-use permissions sought by various organizations, as well as to address a wide array of operational, enforcement, and maintenance issues. This included working with the County and Metro in 2002 to provide parking at the lot when 600 parking spaces were closed at the Grosvenor-Strathmore Metro for construction of the station's new parking garage. The TMD also worked closely with the County and Metro when the White Flint Metro parking lot on the west side of Rockville Pike was closed in 2003 for construction of the Bethesda North Marriott Hotel and Conference Center. In both cases, the TMD not only worked with the County and Metro to make arrangements to allow people to park at the 355 lot, but also assisted with public information outreach efforts to let people using the impacted facilities know what other parking and bus options were available to get to Metrorail. The TMD also coordinated with the County and the State when the lot and the availability of parking spaces at the lot were significantly impacted by the construction of the grade-separated intersection at Rockville Pike and Montrose/Randolph Road.

Over the years, the lot has been used not only by individual commuters but also by a variety of employers and bus operators requiring parking for special events. In addition, the lot has been used for NIH commuter parking, where NIH employees can catch NIH-operated shuttles to the main campus in Bethesda. These shuttles operate Monday through Friday from 6:00 a.m. to 7:00 p.m. on 15-minute headways during morning and afternoon peak periods, and with 30-minute headways during the day. The NIH shuttle service from the Mid-Pike Plaza commuter lot has had a significant impact on removing single occupant auto trips into Bethesda. Toward the second half of FY12, the TMD coordinated with the County as plans were underway to relocate the commuter lot from the northeast corner of the Mid-Pike Plaza shopping lot to a new location immediately north of Montrose Parkway.

D. Employer Participation

All employers in the North Bethesda TMD are encouraged to develop transportation programs that meet their employees' full commuting needs. Most businesses consider the provision of parking for employees who drive (whether charged, discounted, or free) a part of doing business. However, many are less inclined to focus on the needs of those who would prefer (or would consider) traveling by carpool or vanpool, using transit, bicycling or walking to work. The benefits for the employer of accommodating the alternative travel modes include a broader labor pool, better retention of skilled workers, more productive employees, less on-site congestion, enhanced employee benefits, more dependable workers, lower taxes, and improved public image.



Employer Transportation Benefits Coordinators

TMD staff works with employers throughout the year both to maintain existing TDM strategies and to initiate new ones. Working with a company's transportation benefits coordinator (TBC) is a key component of these efforts. The TBC serves as an employer's liaison with the County and the TMD. Staff stays in regular contact with TBCs, providing information on new programs and services, and other transportation-related information.

On average, there were 442 TBCs or individuals performing the duties of TBCs (such as distributing information on TDM programs, distributing surveys, etc.) for employers of all sizes in North Bethesda during the 2002-2012 period. This represented approximately 42 percent of the active database. However, it was not completely representative of the efforts of employers as a whole. Although many employers did not have a TBC in place, some of them nevertheless promoted commuting alternatives with other measures.

Employers Providing Transit Benefits

Commute decisions are largely influenced by cost considerations. Therefore, the increased provision of employer-provided transit subsidies is a major goal of TMD efforts. Over the years, employers have been encouraged to participate in one of several transit pass programs, including the County's matching subsidy programs FareShare and Super FareShare, direct Metrochek subsidies, SmartBenefits®, and pre-tax transit benefits. (Metrochek was a transit voucher program offered by Metro.) Such programs, while reducing traffic, also allow employers a way to offer their employees an additional low-cost benefit. The marketing message emphasizes the economic benefits of providing a competitive compensation package, in addition to improved employee morale and productivity.



At the conclusion of FY12, more than 50 companies in the TMD were providing a transit benefit for their employees either as a direct subsidy or on a pre-tax basis.

Employer Traffic Mitigation Plans

As discussed previously, the North Bethesda TMD works closely with employers of all sizes to implement commute option programs and services for their employees. Since 2002, a major focus of the TMD has been to assist employers in developing and implementing Traffic Mitigation Plans (TMPs) that outline strategies employers can use to assist their employees with their commute to work.

In November 2002, the Montgomery County Council passed legislation requiring companies with 25 or more full- or part-time employees to prepare and implement Traffic Mitigation Plans (TMPs). The legislation, Section 42A-24 of the County Code, applied only to employers located in one of the County's TMDs. The Traffic Mitigation Plans were intended to help area-wide efforts to reduce traffic and reliance on single-occupant vehicles.

The passage of Sec. 42A-24 was significant because, for the first time, employers in Montgomery County would be required to implement TDM programs. Prior to this legislation, employer participation in TDM programs had been voluntary—although for many years the County had required developers of new commercial and residential projects to take actions to mitigate the traffic impacts of their projects.

In the previous voluntary environment, employers were encouraged to implement TDM measures through a variety of incentive and recognition programs. While many employers did offer commute options to their employees, there was growing recognition that greater participation of employers in TDM programs could have a positive impact on traffic and air quality concerns in both the county and region.

The law was implemented in two phases. In 2003, businesses with 50 or more employees were required to file and begin implementing TMPs. Then in 2004, businesses with 25 to 49 employees were required to file and implement plans.

Commuter Services is responsible for overseeing implementation of the legislation. The legislation does not apply to federal agencies, several of which have locations in the county.

Sec. 42A-24 identifies eight strategies that must be included in each company's TMP:

1. Designation of a TBC (transportation benefits coordinator)
2. Distribution of commute options information
3. Presentations by TMD staff to company employees
4. Distribution of information on the region's Guaranteed Ride Home program
5. Distribution of information on transit services for people with disabilities
6. Installation of permanent information displays
7. Participation in an Annual Commuter Survey (with a goal of 80 percent participation)
8. Filing of an annual performance report with the County

While there are only eight strategies businesses must agree to implement, TMD staff have worked closely with each business to tailor their plans to meet the specific needs of their workforce and to encourage other TDM measures, such as:

- Carpool/vanpool matching
- Transit subsidy programs

- “Ozone Action Day” programs (air quality alerts)
- Bicycle and pedestrian amenities
- Paid parking
- Telework, flex time, and compressed work schedules

Under the Code, the County is required to notify businesses in writing that they need to comply with the law. Businesses are also contacted by letter and phone by the TMDs.

Companies first receive a letter from the MCDOT apprising them of the need to submit a plan and of the plan requirements. The letter includes a sample plan, fact sheet, and other information. That correspondence is followed by a letter from the TMD that offers free assistance from TMD staff to complete their plan. A TMP template is also sent electronically to the companies to facilitate plan preparation. (A sample plan template and fact sheet is included as Appendix 3 of this report.)

Companies have 90 days after they have been contacted by the County to submit a plan. According to the legislation that established the program, businesses that do not submit plans may be subject to fines ranging from \$50 to \$75 per day.

North Bethesda TMD staff offers to meet with each company to help them develop their plan. In fact, the TMD has found such meetings to be very useful. Once a company has met with TMD staff, it is able to develop more comprehensive plans, which are more carefully tailored to meet their needs and those of their employees. Meetings have been held with 80 percent of the companies who have submitted plans.

As of June 30, 2012, more than 162 businesses in the North Bethesda TMD had submitted TMPs. More than 20,500 employees work at these companies.

Implementing the requirement to submit a TMP has increased:

- Participation in transit benefits programs
- Employer involvement in TDM programs
- Participation in Annual Commuter Surveys
- Requests for carpool and vanpool matches
- Registrations for ozone action day alerts

There has also been a significant increase in the number of TBCs as a result of businesses submitting TMPs.. Because the designation of a TBC is required as part of the County Code, many of the TBCs are also taking more active roles with greater support from their companies.

The number of employer outreach events, including transportation fairs and promotions, has increased, as has attendance at these events. Many companies are scheduling these outreach events in conjunction with company benefit fairs, staff meetings, or other events that a large number of employees attend.

The law also required targeted employers to participate in the County’s Annual Commuter Survey. Companies were asked to have 80 percent of their employees complete the survey.

E. Developer Participation

Recognizing the potential for increased traffic congestion whenever there's a new development, the County has entered into Traffic Mitigation Agreements (TMAs) with a number of developers. Although the agreements differ in the specifics, all seek to mitigate traffic impacts expected to be generated by a project. This is sometimes expressed as a numerical trip reduction goal applied to morning peak hours of traffic. However, TMAs for developments approved since the establishment of the TMD required the developers to cooperate with the TMD to help achieve the mode share goals of the TMD. In addition, agreements that have been executed for development in the White Flint Sector Plan area include mode share goals specific to White Flint. Projects in the North Bethesda TMD area with TMAs include:

- 5420 Edson Lane
- Elizabethan Court
- Fisher's Place
- Grosvenor Village Parcel F/Avalon Bay at Grosvenor and Meridian
- James Davis/Twinbrook Metro Center
- Jefferson Villa/White Flint Station
- Kaiser Permanente
- Lockheed Martin Center for Leadership Excellence
- Montgomery Mall
- Montgomery County Conference Center
- Montrose Crossing/Midtown Bethesda
- North Bethesda Town Center (LCOR)
- Old Georgetown Village
- Pike Center
- Rock Spring Center
- Rock Spring Park Associates/OPUS
- Rockville Target
- The Jefferson at Inigo's Crossing
- U. S. Pharmacopeia
- North Bethesda Market/White Flint Crossing
- White Flint Place/The Sterling and The Gallery

Nearly all of these agreements are in place in perpetuity. While some of the agreements have site-specific goals, most have a more general goal of supporting the TMD's efforts to meet area-wide goals. The key elements of these TMAs vary to some extent based not only on the age of the agreements, but the project's location and the type and size of the project. Nonetheless, many of the agreements include some or all of the elements outlined in Figure 7 below.

Figure 7. Traffic Mitigation Agreement Elements

- Participate in the TMD, identify a program coordinator, and distribute transportation information
- Provide bike storage area/bike parking/bike lockers
- Pay the TMD fee
- Promote Guaranteed Ride Home program
- Provide carpool/vanpool reserved parking
- Limit on-site parking
- Provide on-site car-sharing spaces
- Provide shower facilities for bicyclists
- Encourage flexible work hours
- Provide electric car charging stations
- Support “Live Near Your Work” marketing efforts
- Provide bikesharing docking station (only in later agreements)
- Provide the space & necessary electrical/technical infrastructure for a real-time transit information sign at a highly-used location
- Sell bus or transit fare cards
- Establish employee work shift hours outside the peak travel hours
- Support and operate voluntary parking reduction programs

F. Residential Programs

Unlike most of the other TMDs in the county, the North Bethesda TMD also works with the owners/managers of multi-family residential complexes. Several of the Traffic Mitigation Agreements discussed above are specifically for multifamily residential projects, while others are for mixed-use projects that include a residential component. These include: Grosvenor Village Parcel F/Avalon Bay at Grosvenor and Meridian; Jefferson Villa/White Flint Station; Montrose Crossing/Midtown Bethesda; North Bethesda Town Center (LCOR)/Wentworth House; The Jefferson at Inigo’s Crossing; North Bethesda Market/White Flint Crossing; White Flint Place/The Sterling and The Gallery; and Avalon Bay at Rock Spring Park.

The TMD works with the managers of these buildings to distribute information on commute options, providing display racks of bus schedules and other information, participating in special building events, and distributing surveys required under the TMAgs. The North Bethesda/Garrett Park Master Plan specified a Non-Auto Driver Mode Share (NADMS) goal for multi-family residential in the North Bethesda TMD of 30 percent. In the White Flint Sector Plan there is a 51 percent goal for residential.

G. TMD Objectives

The North Bethesda TMD was established to achieve the following:

- Monitor and assess traffic patterns and pedestrian access and safety
- Promote traffic and parking control measures
- Provide or promote approved transportation-related capital projects
- Promote or implement transit and ridesharing capital projects
- Promote cooperation between the County and other government agencies

- Create and implement cooperative County/private sector programs to increase ridesharing programs and transit use

As mentioned previously, two sector plans have been approved in recent years for the North Bethesda area: The Twinbrook Sector Plan was approved in January 2009, and the White Flint Sector Plan was approved in April 2010. Both of these sector plans outline other goals and objectives with regard to transportation and commute options in the North Bethesda area.

Commuter Survey

The TMD measures progress toward goals for Non-Auto Driver Mode Share using data collected from the employee commuter survey. Therefore, the TMD surveys North Bethesda employees annually to determine their commuting patterns. The survey results also provide valuable information that is used to develop new transportation programs and services to meet the needs of people working in North Bethesda. Employee surveys are distributed to employers in North Bethesda with more than 25 employees. Each employer receives a personalized email or letter describing the TMD and the survey process and purpose, and requests the cooperation and support of the employer in conducting the survey at their workplace. They also receive a sample cover memo they can adapt for distribution of the survey to employees, along with enough copies of the survey for all their employees. See Appendix 4 for a copy of the survey form.

The survey also includes a short application form, which employees can use to request a ridesharing match, transit information, or details about other commute options. The survey also has space for respondents to include general comments or suggestions on steps that might be taken to improve commuting to, from, and within North Bethesda.

Although participation in the survey is a requirement of employer Traffic Mitigation Plans, a variety of incentives (including gift cards and drawings for prizes) are offered to help employers achieve employee participation in the survey. See appendices 5-12 for Commuter Survey results for FY03-FY11.

IV. TMD COMMUTING PROFILE

The commuter surveys collected from North Bethesda employees from FY03 (fall of 2002) through FY11² (spring of 2011) provide useful information on how employees traveled to work, and how the employee commute patterns compare relative to the master plan and sector plan goals. The survey provides additional valuable information about commuting patterns, including the peak hour of travel to and from North Bethesda, the number of commuters traveling during non-peak hours, and areas from which they commute, as well as information about how many employees get free parking or pay for parking and/or receive transit benefits

A. Commuter Survey Response Rate

Employee response to the annual survey is an important factor. TMD staff uses a variety of strategies to help improve the response rate of TMD employers and employees. Each survey

² For budgetary reasons the County and TMDs were not able to conduct surveys again until the fall of 2012.

year, between 20,000–30,000 surveys are distributed to employees at more than 100 companies. For a number of years, the survey was only distributed as a paper form. But starting in the spring of 2005, employers had the option of distributing either paper or electronic surveys.

Prior to FY03, employers throughout the county were encouraged to participate in the survey, but when they opted to do so it was on a voluntary basis. Starting in FY03, TMD employers of 25 or more employees were required to participate in the annual survey and use a "good faith" effort to achieve an 80 percent return rate as part of County Code requirements. Survey response rates after FY02 were expected to show continued improvement. This seemed to be true for the first several years after the implementation of Bill 32-02, but the effect of the legislation has not been sustained in terms of employer participation in the survey. And while employers are required to participate in the survey, there are no requirements that employees actually complete the survey. As a result, both the TMD and some employers provide a variety of incentives to encourage employees to complete the survey.

Employers with more than 250 employees are required to do the survey every year. Employers with fewer than 250 employees are only required to do the survey every other year provided they get at least a 25 percent response rate. It was anticipated that requiring employers to only participate in the survey every other year might minimize the impact of survey fatigue, but survey fatigue continues to be an issue. Some employers have suggested that they might be more receptive to participating, and might be more successful in getting their employees to do the survey, if they only had to do it every three to five years. Several large companies have raised similar concerns and suggested that they be able to skip a year or two if they get a favorable participation rate. Interestingly, the U.S. Green Building Council, which uses a commuter survey that is very similar to the County's survey to award points toward LEED building certification, only requires that the survey be repeated every five years.

See table 9 for details on the home locations of employees who responded to the survey. Appendices 5 through 13 show employee and employer participation in the survey.

B. Mode Choice

The effectiveness of TDM strategies is often measured by mode choice results. Mode choice reflects the transportation method that survey respondents use to travel into the TMD. Respondent mode choices are described for the A.M. peak period. The tables that follow include information for a variety of measures, including average vehicle occupancy, Non-Auto Driver Mode Share (NADMS), peak and off-peak commuting, and the percentage of people using transit, pooling, biking, walking, teleworking, or working a compressed work schedule. Detailed reports for each survey year are included in Appendix 14.

C. Average Vehicle Occupancy and Non-Auto Driver Mode Share (NADMS)

The North Bethesda/Garrett Park Master Plan goal for commuting to the TMD during the A.M. peak period is 39 percent NADMS. Non-auto drivers are bikers, walkers, and passengers in carpools, vanpools, and transit. Solo-drivers and drivers of carpools or vanpools are not included in the NADMS measurement. The North Bethesda/Garrett Park Master Plan also specified a non-auto driver goal for multi-family residential in the North Bethesda TMD of 30 percent. The White Flint Sector Plan set goals for people working in the sector plan area of 34 percent to

move to Phase Two and 42 percent to move to Phase Three and an ultimate goal of 50 percent. In White Flint there is also a residential goal of 51 percent.

The County also analyzes the number of vehicles entering the TMD related to the number of people that they each carry—or average vehicle occupancy (AVO/). AVO is the ratio of people per van by the number of vehicles. Two people driving alone to work in two cars would produce an AVO of 1.0; two people commuting together in one car would produce a rate of 2.0. Since the majority of commuters still travel alone in cars, the typical figure is quite low; upward movement in this ratio usually occurs slowly and in small increments.

Table 4 – Non-Auto Driver Mode Share – A. M. Peak Period

	FY03 Fall 2002	FY04 Fall 2003	FY05 Spring 2005	FY06 Spring 2006	FY07 Spring 2007	FY08 Spring 2008	FY09 Spring 2009	FY10 Spring 2010	FY11 Spring 2011
NADMS	12.4%	13.8%	17.6%	13.2%	15.6%	17.6%	17.7%	14.4%	25.0%

Table 5 - AVO

	FY03 Fall 2002	FY04 Fall 2003	FY05 Spring 2005	FY06 Spring 2006	FY07 Spring 2007	FY08 Spring 2008	FY09 Spring 2009	FY10 Spring 2010	FY11 Spring 2011
AVO	1.014	1.023	1.042	1.039	1.039	1.039	1.035	1.031	1.049

D. Pooling, Transit Use, Walking, and Biking

Car/vanpooling has fluctuated over the years, with a low of 5.8 percent in FY03 increasing to more than eight percent from FY05 through FY08, then trending somewhat lower before increasing again. Gas prices may have had an effect on pooling. Transit use likewise fluctuated, although year-over-year differences were more pronounced, hitting a low of 5.5 percent in FY07 then more than doubling for two years before dipping again, reaching a high of 13.6 percent in FY11. Walking/biking started at nil in FY03 but showed slow-but-sustained growth in subsequent years, reaching a high of 2.8 percent in FY09.

Table 6 – Pooling, Transit Use, Walking and Biking

	FY03 Fall 2002	FY04 Fall 2003	FY05 Spring 2005	FY06 Spring 2006	FY07 Spring 2007	FY08 Spring 2008	FY09 Spring 2009	FY10 Spring 2010	FY11 Spring 2011
Carpool/ Vanpool	5.8%	6.2%	8.7%	8.3%	8.0%	8.2%	6.4%	7.4%	7.6%
Transit	9.0%	10.0%	12.1%	8.7%	5.5%	12.5%	12.0%	6.3%	13.6%
Walking/ Biking	0.0%	1.0%	1.3%	1.0%	1.4%	1.8%	2.8%	1.6%	2.2%

E. Other Work Schedules: Telecommuting and Compressed Work Schedules

The Annual Commuter Survey also collects information to determine how many employees telecommute or have compressed work schedules. The information shown in the table below shows the number of people who reported telecommuting or being out of the office because of a compressed work schedule on at least one day during the survey period. The TMD has relatively high levels of employees who report that they can telecommute or work a compressed schedule, in part because of the concentration of federal agencies that have well-established telework programs and alternative work schedule policies. In addition, in recent years more and more private companies have been implementing telework programs whether on a formal or informal basis.

Table 7 - Other Work Schedules: Telecommuting and Compressed Work Schedules

	FY03 Fall 2002	FY04 Fall 2003	FY05 Spring 2005	FY06 Spring 2006	FY07 Spring 2007	FY08 Spring 2008	FY09 Spring 2009	FY10 Spring 2010	FY11 Spring 2011
Telecommuting	9.0%	2.0%	6.6%	6.0%	7.6%	8.2%	11.5%	12.5%	13.6%
Compressed Work Schedules	< 1%	< 1%	5.0%	0.5%	3.4%	3.2%	3.9%	4.4%	5.4%

F. Off-Peak Commuters

The surveys also collect information that provides for the analysis of peak/off-peak commuting patterns. Some off-peak commuting is the result of compressed work schedules and other flexible work arrangements. The TMD promotes off-peak commuting as one of its transportation demand management strategies. Commuters who travel during off-peak times help relieve congestion during peak travel times. And companies are encouraged to allow flexible schedules for employees. Table 6 shows the percentage of off-peak arrivals and departures for the report period.

Table 8 - Peak/Off-Peak Arrivals – Two-Hour Peak/Off-Peak (7:00 a.m. - 8:59 a.m.)

	FY03 Fall 2002	FY04 Fall 2003	FY05 Spring 2005	FY06 Spring 2006	FY07 Spring 2007	FY08 Spring 2008	FY09 Spring 2009	FY10 Spring 2010	FY11 Spring 2011
Peak-period	63.2%	58.5%	62.8%	60.6%	63.3%	63.7%	63.2%	62.6%	59.8%
Off-peak period	36.8%	41.5%	37.2%	39.4%	36.7%	36.3%	36.8%	37.4%	40.2%

G. Home Origins of North Bethesda Commuters

Home Zip Code information is collected each year from survey respondents. Knowing the home origin of North Bethesda commuters helps TMD staff recommend the right mix of demand management strategies for employers and employees. The information is also helpful in transit planning and other transportation improvements affecting the TMD. Table 7 shows the home origins of respondents during the period covered by this report.

Table 9 - Home Origins of North Bethesda Commuters

	FY03 Fall 2002	FY04 Fall 2003	FY05 Spring 2005	FY06 Spring 2006	FY07 Spring 2007	FY08 Spring 2008	FY09 Spring 2009	FY10 Spring 2010	FY11 Spring 2011
Washington, DC	5.1%	5%	4.4%	5.3%	5.6%	4.9%	4.8%	5.5%	5.4%
Anne Arundel County, MD	3.0%	1%	1.5%	1.9%	1.5%	1.7%	1.5%	1.9%	2.0%
Baltimore County, MD	1.3%	2%	1.1%	1.1%	1.1%	1.0%	1.0%	0.8%	0.7%
Frederick County, MD	9.4%	4%	7.9%	7.3%	6.7%	7.9%	7.1%	7.0%	6.2%
Howard County, MD	3.9%	2%	3.5%	3.4%	3.7%	3.5%	4.0%	4.0%	3.3%
Montgomery County, MD	50.3%	63%	60.8%	59.5%	58.9%	61.2%	61.8%	58.4%	61.0%
Prince George's County, MD	8.3%	12%	7.6%	7.4%	8.5%	7.3%	5.8%	7.1%	6.8%
Baltimore City, MD	0.4%	.5%	0.5%	0.9%	1.1%	1.1%	1.2%	1.0%	0.9%
Arlington County, VA	2.6%	1%	1.5%	1.8%	2.0%	1.5%	1.7%	2.1%	1.6%
Fairfax County, VA	8.6%	4%	5.2%	5.7%	4.9%	4.4%	4.7%	5.5%	4.7%
Loudoun County, VA	0.3%	.5%	1.6%	1.4%	1.3%	1.1%	1.3%	1.4%	1.4%
Alexandria City, VA	0.8%	.5%	0.7%	0.6%	0.6%	0.7%	0.8%	0.6%	0.5%
Other	6.1%	4.5%	3.7%	3.7%	4.1%	3.7%	4.3%	4.7%	5.5%
Total	100.0%	100%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

V. TRAFFIC, PARKING, AND TRANSIT RIDERSHIP TRENDS

Traffic in and around the TMD, parking constraints, and transit availability all have an effect on TMD operations. Contingent upon budget allocations, Commuter Services conducts traffic counts of major intersections during the spring months of selected years. (Data collected from intersection studies are helpful to the Traffic Division in determining how traffic controls will be implemented.) Parking availability and usage studies are also important as the planned redevelopment expands retail, entertainment, residential, and employment opportunities in North Bethesda. Transit ridership data for the Grosvenor-Strathmore, White Flint, and Twinbrook Metro stations—and ridership information for Metrobus and Ride On routes that serve North Bethesda—show that these assets are key elements of the community's transit infrastructure.

A. Traffic Conditions

Traffic flow in and around the North Bethesda TMD is an important indicator of how the transportation system is performing. The County monitors the flow of traffic at major intersections. Intersection counts and intersection level of service information were also collected as a means of monitoring effectiveness of traffic mitigation programs in North Bethesda. Counts have been conducted for the following intersections (see Appendix 16):

- Nicholson Lane and Rockville Pike (MD 355)
- Arizona Circle and Democracy Boulevard
- Old Georgetown Road (MD 187) and Rock Spring Drive/Wildwood Drive
- Grosvenor Lane and Rockville Pike (MD 355)
- Old Georgetown Road (MD 187) and Tuckerman Lane
- Gaynor Road/Rocking Horse Road and Randolph Road
- East Jefferson Street/Executive Boulevard and Montrose Road
- Parklawn Drive and Twinbrook Parkway
- Lakeview Drive and Westlake Drive
- Westlake Drive and Westlake Terrace
- Tuckerman Lane and Westlake Drive
- Democracy Boulevard and Westlake Drive
- Democracy Boulevard and Fernwood Road
- Democracy Boulevard and Rockledge Drive
- Executive Boulevard and Nicholson Lane
- Montrose Road/Randolph Road and Rockville Pike (MD 355)
- Rockville Pike (MD 355) and Rollins Avenue/Twinbrook Parkway
- Democracy Boulevard and Old Georgetown Road (MD 187)
- Nicholson Lane and Woodglen Drive
- Nebel Street and Nicholson Lane
- Rockville Pike (MD 355) and Security Lane/White Flint Mall
- Marinelli Road and Rockville Pike (MD 355)
- Old Georgetown Road (MD 187) and Rockville Pike (MD 355)

Methodology

A traffic consultant conducts intersection studies at specified intersections usually once a year. The investigator notes traffic volumes and turning movements. Using the Critical Lane Volume (CLV) Method, the contractor produces a Level of Service (LOS) rating for each intersection ranging from A to F. A level of Service Rating "A" indicates a well-performing intersection with relatively free-flowing traffic. Descending levels of service "B–F" indicate worsening intersection performance. The Critical Lane Volume Method is described in greater detail in Figure 8 below.

Figure 8. Critical Lane Volume Method Description

The Critical Lane Volume Method is an established analytical technique used by many state and local government transportation agencies throughout the country. Using actual or projected turning movement volumes and existing or proposed lane geometry, the Critical Lane Volume Method computes the maximum number of vehicles crossing the center point of an intersection within a specified period, usually the morning or evening peak hour.

Depending on the number of vehicles, the intersection is assigned a level of service represented by a letter from a scale of A–F. "A" represents uncongested intersections operating without delays, while "F" represents a breakdown in traffic operations:

LEVEL OF SERVICE DESCRIPTION

A Conditions of free unobstructed flow, no delays, and all signal phases sufficient in duration to clear all approaching vehicles.

B Conditions of stable flow, very little delay, and a few phases are unable to handle all approaching vehicles.

C Conditions of stable flow, delays are low to moderate, full use of peak direction signal phases is expected.

D Conditions of approaching unstable flow, delays are moderate to heavy, significant signal time deficiencies are experienced for short durations during the peak travel period.

E Conditions of unstable flow, delays are significant, signal phase timing is generally insufficient, and congestion exists for extended duration throughout the period.

F Conditions of forced flow, where full utilization of the intersection approach is prevented due to congestion from locations downstream.

Source: Maryland-National Capital Park and Planning Commission

B. Parking

Another measure identified as a means of evaluating the effectiveness of the TMD was parking utilization. Concern has been raised with respect to the validity of parking inventory as an accurate evaluation measure, given that parking supply is impacted by other factors, most particularly office leasing/vacancy levels and the number of employees per 1,000 square feet of office space. However, an inventory has been compiled of parking facilities at North Bethesda employment sites. This information is shown in Appendix 17.

C. Transit Use in the TMD

Transit ridership information was compiled for all of the Metrobus and Ride On bus routes providing service to or through North Bethesda.

Ridership information was compiled from information collected by Metrobus and the County’s Transit Services Division. Virtually all bus routes serving North Bethesda travel through North Bethesda to and from other locations, including Silver Spring, Rockville, downtown Bethesda, Potomac, Wheaton, Gaithersburg, Friendship Heights, and College Park. Metrorail ridership information was also compiled from information provided by WMATA.

Bus ridership information for both Ride On and Metrobus routes that serve North Bethesda is shown in Appendices 25 and 26.

Table 10 - Metrorail Average Weekday Passenger Boardings – North Bethesda Stations

Station	2002	2012
Grosvenor-Strathmore	3,772	5,862
Twinbrook	4,369	4,632
White Flint	4,446	4,151

(Source: http://www.wmata.com/pdfs/planning/FY12_Historical_Ridership_By_Station.pdf)

Regionwide, average total monthly Metrobus ridership in FY02 was 147,771, but for FY12 it was 132,193, with significant year-to-year fluctuations. Average total monthly Metrorail ridership for FY02 was 180,571, but for FY12 it was 218,245, with fairly consistent year-to-year increases.

(Source: http://www.wmata.com/pdfs/planning/FY12_Metrorail_Metrobus_Ridership_By_Month.pdf)

VI. CONCLUSIONS, TRENDS, AND RECOMMENDATIONS

Marketing drive-alone alternatives, such as transit, carpooling and vanpooling, biking and walking, teleworking, and compressed work schedules will continue to be a high priority for TMD staff. These efforts will be even more critical in the future, as redevelopment of many sites around North Bethesda and the White Flint area progress.

The North Bethesda TMD serves an area that is primarily suburban, with all the mobility challenges that implies—including significant walking distances to Metro stations, streetscapes that are friendlier to vehicles than to pedestrians, plentiful free parking at employment sites, and business parks and employment centers located far from the nearest Metro station. Even for those employment sites that are located reasonably close to transit service, the walk required to reach that service tends to be unpleasant, especially in the Rockville Pike corridor near White Flint or in areas around the Twinbrook Metro station. Fortunately, many initiatives and improvements are underway, and some have already been implemented, to make North Bethesda more pedestrian-friendly and transit-oriented.

Despite the obstacles this environment presents, the TMD works hard to promote the positive aspects of using transit and other alternatives to drive-alone commuting, emphasizing to employers that they can gain higher employee morale, productivity, and tax benefits; and to commuters that they can enjoy less stress, greater cost savings, tax benefits, and a healthier lifestyle.

The marketing message is not the only influence on commuter behavior, of course. Commuters consider many factors—including gas prices, cost, convenience, weather, the need to run errands, etc.—in making their commute mode decisions. Business decisions are also affected by economic and productivity considerations. With this in mind, TMD staff will continue to review and analyze its programs, methods and messages in order to improve and refine them.



A. Transit

Most of the employment sites in North Bethesda are not located adjacent to or within comfortable walking distance of Metrorail stations. With the exception of the Nuclear Regulatory Commission, whose offices are located steps away from the White Flint Metro station, the majority of employers are blocks—or miles—away from Metrorail.

Moreover, pedestrian access to Metro stations for those commuters willing to walk is complicated by unpleasant walking conditions. The TMD has focused significant time and resources over the years on walkability in North Bethesda, and has coordinated with the County and State to identify and address barriers to walkability, from poor crosswalks and broken sidewalks to signage and signal enhancements. Rockville Pike, in particular, presents pedestrians with a daunting walk through a corridor that was clearly designed more for vehicle travel.

Rock Spring business park and the offices along Executive Boulevard are served by bus transit, but ridership is modest thanks to a generous supply of free parking in those employment centers.

The availability and use of Metro-bound shuttles serving these centers has likewise fluctuated over the years, and transit vehicles lack branding consistency which thus reduces their visibility to prospective riders. While Silver Spring has VanGo, a free shuttle, and Bethesda has the Circulator, also a free service, North Bethesda is not served by a recognizable or free shuttle or circulator.

The non-auto driver goal of North Bethesda's Master Plan for the A.M. peak period is 39 percent, and despite the challenges noted above this goal remains an important aspirational benchmark. Of North Bethesda's non-drivers, transit users are the largest group, representing 13.6 percent in the spring of 2011. Fluctuations in publicly-funded transit subsidy programs over the years, however, have had an impact on transit use, although some employers have offered pre-tax payroll deductions to help their employees realize some transit fare savings.

B. Carpool/Vanpool

Commuters in the Washington metropolitan region have been among the nation's leading participants in carpools and vanpools. Benefiting from high occupancy vehicle (HOV) lanes in Maryland (along I-270 and US 50) and in Virginia along the I-395 corridor, many commuters can save time and money by joining a carpool or vanpool.

Unfortunately, HOV lane access into North Bethesda is modest compared to other parts of the region—I-270's HOV lane being the sole such facility serving the TMD. That lane leads to the Rock Spring business park, where plentiful free parking serves as a disincentive to pooling. North Bethesda commuters' pool use continues to fluctuate, ranging from 5.8 percent to 8.7 percent during the report period. By comparison, Commuter Connections reported in its 2010 State of the Commute Survey that seven percent of regional survey respondents commuted to work in a carpool or vanpool.

Parking pricing and availability, of course, greatly influence mode choice. The State of the Commute report noted that in 2010, 63 percent of employers offered free on-site parking and two percent offered free off-site parking. Only 22 percent of employees paid the full parking charge. When parking was not free, 16 percent of employers offered a parking discount for car/vanpools.

In the spring of 2011, only 14 percent of North Bethesda survey respondents reported paying for parking, 81 percent said they parked for free, and 5 percent did not respond.

Carpooling is a commuting option with a great deal of growth potential given the right conditions. It continues to be a viable transportation method for those not well-served by transit. Encouraging people to carpool and vanpool remains a top priority of TMD staff. Knowing that time and money savings largely contribute to commuting decisions, the cost and time savings of pooling should continue to be stressed to commuters in the TMD's marketing efforts.

The promotion of HOV, Guaranteed Ride Home, and employer support for vanpools should be a continued focus. However, while Guaranteed Ride Home addresses people's concerns about getting home in the event of an emergency, commuters often say they dislike the lack of flexibility that a car/vanpool imposes vis a vis their family responsibilities, second jobs, and other personal and work-related constraints.

Commuters sometimes do not know about the free assistance available to help them form a carpool or join a vanpool. Likewise, encouraging commuters to sign up for the regional ridematching database is critical. TMD staff have continued to strive for more ridematching applications. Follow-up efforts are important as well. Once commuters have received match lists, TMD staff tries to contact them to see if they need further assistance.

C. Biking/Walking/Teleworking

As the surveys indicate during the report period, the mode share for people walking or biking to work is 1-2.8 percent. In the spring of 2011 the mode share for people who teleworked was 4 percent with 1.1 percent of people not making a trip because of a compressed work schedule. However 13.6 percent of people reported teleworking at least once during the survey period, with 5.4 percent reporting that they were able to work a compressed work schedule/day out of the office. Potential for growth exists in each of these areas.

In the case of walking, mortgage-assistance programs have been established to encourage commuters to live closer to work. Unfortunately, some of these programs were scaled back, and in some cases curtailed, because of the economy in recent years. The focus on mixed-use and transit-oriented developments, not only in locations in North Bethesda such as Twinbrook and White Flint, but throughout the county and region, will also enhance the ability of employees to walk or bike to work. The lack of proximity to the Grosvenor-Strathmore, White Flint, and

Twinbrook Metro stations for most employment centers in the TMD is unfortunately a strong impediment to walking; TMD staff will nonetheless continue to promote its positive health benefits.

TMD staff will continue to work with employers to find creative ways to encourage employees to select close-in, affordable housing, including rental units in the TMD. As the Center for Neighborhood Technology (www.cnt.org) noted in its 2011 report, *Housing + Transportation Affordability in Washington, DC*, “The outlying counties that present some of the lowest housing costs in the region look much different when considered through the lens of combined (housing and transportation) costs. High average transportation costs in these areas erode the perceived savings on housing, and these areas become some of the more expensive places to live in the region.”

Telework is an important transportation demand management strategy as well as a very effective business management tool. Great potential exists for expanding telework programs and the number of employees who telework in the county. As part of its outreach to employers, TMD staff promotes the formation of formal telework policies among TMD employers. Staff have found that many companies have informal teleworking arrangements with their employees. Formal telework policies permit a broader use of the practice and have the greatest potential for traffic reduction. Commuter Connections and the State of Maryland, in conjunction with Montgomery County, offer an incentive program with free consulting services to employers that are interested in implementing a formal telework policy. The Commuter Connections 2010 State of the Commute report indicated that four percent of respondents telework as their primary mode, and 12 percent do so as their primary or secondary mode. The challenge to the County and the TMD staff is to develop programs and services that show employers the benefits of allowing their employees to telework.

D. Traffic and Parking

TMD staff closely monitors traffic and parking patterns in and around North Bethesda. While commuters to the Rock Spring business park as well as other employment areas in North Bethesda benefit from “free” parking for employees, some parts of North Bethesda have somewhat greater parking constraints in supply. Employer-provided free or significantly subsidized parking remains a hurdle in converting SOV users to alternative commutes. This can be offset by an equally



strong marketing and educational effort to promote the benefits of transit and other alternatives. Realizing that employers are reluctant to take away a benefit—especially parking—TMD staff works to convince employers to offer an equal benefit to transit users in the form of transit benefits through SmartBenefits® or even “parking cash out.” Parking cash out allows employees to opt out of having a parking space and instead receive compensation. The employer who leases (or owns) a space pays the employee not to park. Redevelopment in the TMD will have an impact on the composition of parking as various projects come on-line in the future.

E. Conclusion

Redevelopment planned for the White Flint and Twinbrook areas will increase density in those communities, which is likely to have a significant impact on transportation patterns and commuters' choices. Indeed, a significant portion of North Bethesda's employee population continues to take advantage of an array of commuting alternatives. With the upcoming redevelopment, staff will take advantage of numerous opportunities to show new employees, employers, and residents the benefits of commuting alternatives. Staff will continue to work actively with the 1,000-plus employers in the TMD database. Additionally, staff will continue to solicit the valued input of the governmental, business, and community leaders who serve on the TMD Advisory Committee to design programs and services that will enhance commute options in the North Bethesda TMD.

APPENDICES

Appendix 1 North Bethesda TMD Priorities & Recommendations – 2012

TMD-wide Priorities & Recommendations:

- More transit, including enhanced shuttles from Metrorail to employment centers not within walking distance to Metro, serving:
 - Rock Spring Park
 - East Jefferson Street/Executive Boulevard
 - Fishers Lane/Parklawn Drive.
- Subscription bus service, particularly for longer distance commutes.
- Bike sharing stations.
- Bike connections, paths, and networks, including enhanced connections to Metrorail stations and bike parking throughout the TMD—including all bikeways identified in the North Bethesda Master Plan, Twinbrook Sector Plan, White Flint Sector Plan, and Countywide Bikeways Functional Master Plan.
- Increased carsharing opportunities.
- Pedestrian improvements—connectivity.
- Count-down timers at pedestrian crossings.
- Lighting improvements for pedestrian safety.
- Real-time transit information at bus stops.
- Parking management strategies to support TDM.
- BRT (Bus Rapid Transit) RTV (Rapid Transit Vehicles) network/routes to serve North Bethesda employment and activity centers.
- Transit incentives.



Implementation of TDM initiatives and support strategies included in the White Flint Sector Plan, such as:

- Rockville Pike “boulevard” and new street network to create a safe, walkable, and pedestrian-friendly environment.
- Bus priority treatments.
- Bike paths and trails, including connections with Bethesda Trolley Trail, Executive Boulevard, and Montrose Parkway bike lanes and paths.

- North entrance to White Flint Metro station.
- Circulator bus—“branded.”
- Parking management strategies to support TDM.
- White Flint Sector Plan area as a Bicycle and Pedestrian Priority Area (BPPA).

Implementation of TDM initiatives and support strategies included in the Twinbrook Sector Plan, such as:

- Network of local streets that offers alternative vehicle routes.
- Pedestrian improvements to create a safe, walkable, and pedestrian-friendly environment.
- Expanded shuttle service—including mid-day service—connecting Twinbrook Metro station to employment sites.
- Create and enhance bike connections, including connection from Parklawn Drive to the shared-use path along the Montrose Parkway, bike lanes along Twinbrook Parkway, and connections with the bike network in Rockville.

Implementation of TDM initiatives and support strategies in parts of North Bethesda outside of the areas covered by the White Flint and Twinbrook sector plans, including:

- Rock Spring Park (includes corporate business park, area around Walter Johnson High School, and multi-family residences in Rock Spring Park):
 - Expanded shuttle service from Grosvenor-Strathmore Metro station.
 - Pedestrian improvements to create safe, walkable, and pedestrian-friendly environment.
 - Enhanced express and/or subscription bus service—including routes that would take advantage of direct access to and from I-270.
 - Create and enhance bicycle connections.

- Executive Boulevard/East Jefferson Street:
 - Direct shuttle service from White Flint Metro station.
 - Pedestrian improvements to create safe, walkable, and pedestrian-friendly environment.
 - Enhanced express and/or subscription bus service—including routes that would take advantage of direct access to and from I-270 via Montrose Parkway.
 - Create and enhance bicycle connections.

- Areas around Grosvenor-Strathmore Metrorail station:
 - Maintain/enhance pedestrian and bicycle connectivity to and from Metro station.

Appendix 2
Customer Service Data from Commuter Connections
Database and Follow-up Calls

	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
<i>New Placements</i>											
Car/Vanpool	44	71	75	35	28	41	NA	NA	NA	77	24
Transit	71	116	98	43	81	117	NA	NA	NA	182	82
<i>Database Activity</i>											
New Applicants	375	525	1,355	392	260	477	288	361	539	154	357
Active Applicants	3,285	2,551	3,143	3,291	3,337	3,343	3,552	3,552	3,413	535	795
Follow-up calls	6,097	3,821	2,708	2,216	2,742	3,900	3,489	2,462	468	388	976
Promos/CIDs	69	61	77	72	58	69	83	44	101	65	102
Letters	583	630	1,589	630	449	654	757	2,668	756	119	158

Appendix 3
Section 42-A* Employer Traffic Mitigation Plans
Sample Plan Template and Fact Sheet
(*Formerly Referred to as Bill 32-02)

TRAFFIC MITIGATION PLAN

Company/Organization: _____

Address: _____

Number of Full-time Employees: _____ Part-time Employees: _____

Submitted By: _____ Title: _____

Signature: _____ Date: _____

Here's our plan to reduce gridlock in Montgomery County by offering the selected transportation benefits to our employees. In the first column, we've placed an *E* next to the strategies that we already have in place, and *N* next to the strategies that we will implement with this year's Traffic Mitigation Plan. In the last column, we've described our current or planned efforts.

E= Existing Strategy N= New Strategy * Required Strategy

	<u>Traffic Mitigation Strategy</u>	<u>Employer Description</u>
*	Contact person designated to receive and distribute information	
*	Information on transit/pooling/other commute alternatives distributed/posted regularly (furnished by TMD)	
*	Facilitate TMD staff presentations to employees and HR/Administrative staff on commute information/alternatives on periodic basis	
*	Guaranteed Ride Home Promotion (free regional program offering emergency rides)	
*	Annual Commuter Survey distributed to employees (short survey of transportation- supplied by TMD)	[Please describe your approach to gaining 80 percent participation from your employees]
*	ADA information provided (transportation services for people with disabilities)	
*	Permanent display area for TMD-provided bus schedules and other transportation information	
*	Compile information on yearly TMP activities and submit Annual Report	
	Attendance at free CSS-sponsored meetings/workshops permitted for designated contact person	

TRAFFIC MITIGATION PLAN


Traffic Mitigation Strategy	Employer Description
Information on commuting alternatives provided to new employees (TMD can provide materials and/or attend orientations)	
Free or reduced rate parking for car/vanpools offered to employees	
Preferred location and/or reserved parking for car/vanpools offered to employees	
Bike amenities at worksite, such as racks, lockers, and showers (TMD may be able to supply)	
Transit/pedestrian amenities at worksite, e.g. sidewalks, benches, etc.	
Carpool matching for employees (as part of free region-wide matching program, or can be on-site only)	
Alternative work schedules: <input type="checkbox"/> Flex Time <input type="checkbox"/> Jobsharing <input type="checkbox"/> Compressed Work Week <input type="checkbox"/> Telecommute/Teleworking	
Tax-free monthly transit subsidies provided to employees, including Super Fare Share, Fare Share and Metrochek.	
Maryland State Commuter Tax Credit for employers	
Pre-tax payroll deduction for transit costs offered to employees (Saves employer & employee money)	
Transit passes/tokens offered for purchase at worksite (at full or reduced price)	
Subsidize employee parking and transit equally (if employee parking is currently subsidized, offer equal subsidy for transit costs)	
Ozone Action Days participation (regional program to alert people to dangerous air quality days)	
Other : Please Indicate	

Please attach to cover letter and submit to:

**Arthur Holmes, Jr., Director, c/o Montgomery County Commuter Services
 101 Monroe Street, 10th Floor, Rockville, MD 20850 (240)777-8391 (fax)**

**cc: Peggy Schwartz, Director, North Bethesda Transportation Management District
 5640 Nicholson Lane, Suite 224, North Bethesda, MD 20852—301-770-8105 (fax)**

Understanding 32-02

Montgomery County Law:	32-02-- Requirements for employer participation in Transportation Management Districts Enacted by County Council November 26, 2002
Timing:	Effective Date: <u>March 6, 2003.</u> Compliance required within 90 days of employer notification. Phase I: Employers with 50 or more employees Phase II: Employers with 25 or more employees
Applies To:	Employers with 25 or more employees in the following Transportation Management Districts (TMDs): Bethesda • North Bethesda • Friendship Heights • Silver Spring
Purpose:	To enhance transportation mobility in the County by reducing the number of people driving alone to and from work during peak travel periods.
How:	Montgomery County's Department of Public Works and Transportation (DPWT) and its contractors will help County employers develop comprehensive plans to encourage their employees to consider alternate commute options, including carpooling, transit, telecommuting and bicycling. DPWT administers four Transportation Management Districts. TMD staff members will help employers develop a Traffic Mitigation Plan (TMP) designed to reduce the number of employees driving alone to work.
The 1, 2, 3s of Complying with 32-02:	Step One: Contact TMD Staff for assistance in customizing an effective TMP for your company and your employees, and submit to DPWT. Step Two: DPWT will review submitted TMP. Upon successful review, DPWT issues confirmation that TMP is approved. Step Three: Work with TMD Staff and your employees to actively implement and promote the traffic management strategies that are included in your TMP. Step Four: Participate in the Annual Commuter Survey. Step Five: Tell us how your TMP is working by submitting an Annual Report of Activities related to your TMP.
Your Transportation Management District Staff is Here to Help You!	North Bethesda Transportation Management District (<i>North Bethesda Transportation Center</i>) <i>Serving Grosvenor, White Flint, Twinbrook, Executive Boulevard, and Rock Spring Park areas.</i>  Peggy Schwartz, Darlene Nader, and Mirza Donegan — 301-770-8108 — www.nbtc.org Bethesda Transportation Solutions — <i>Serving the downtown Bethesda area</i> 301-656-0868 — www.bethesdatransit.org Friendship Heights Transportation Management District — <i>Serving the Friendship Heights area of Chevy Chase, Montgomery County Commuter Services</i> 301-770-POOL — www.rideonbus.com Silver Spring Transportation Management District — <i>Serving the downtown Silver Spring Area, Montgomery County Commuter Services</i> 301-770-POOL — www.rideonbus.com Los formatos alternativos de estos documentos están también disponibles por requerimiento llamando (301) 770-POOL.

<p>What are the elements of a successful Traffic Mitigation Plan and how much will it cost?</p>	<p>While creating your TMP, you are also creating a very attractive Employee Transportation Benefits program. Listed below are several transportation benefits that will encourage your employees to consider different commute options. TMPs will vary greatly from employer to employer. The TMD staff for your area want to help you develop the best program for your employees, while at the same time taking into account your concerns about cost. Many strategies can be provided at little or no cost.</p>
<p>Employee Education</p> <p>Transit Benefits</p> <p>Amenities</p> <p>Car/Vanpooling</p> <p>Other Employer Actions</p>	<p>Here are some strategies that an employer could adopt:</p> <ul style="list-style-type: none"> ▪ Contact person designated to receive and distribute transportation information ▪ Distribute information on transit/pooling/other commute alternatives to employees ▪ Commute information/alternatives presentations to employees at worksite ▪ Information on commuting alternatives provided to new employees (orientation materials and presentations available) ▪ Attendance at free TMD-sponsored meetings/workshops permitted for designated contact person to learn about new services ▪ Ozone Action Days participation (regional program to alert people to dangerous air quality days) ▪ Guaranteed Ride Home Promotion (free regional program offering emergency rides) ▪ Permanent display area for TMD-provided bus schedules and other transportation Information ▪ ADA information provided (transportation services for people with disabilities) <ul style="list-style-type: none"> ▪ Tax-free monthly transit subsidies provided to employees (Super Fare Share and/ or Metrochek). County subsidies and State commuter Tax credit may be available ▪ Transit passes/tokens offered for purchase at worksite (at full or reduced price) ▪ Pre-tax payroll deduction for transit costs offered to employees (saves employer & employee money) <ul style="list-style-type: none"> ▪ Transit/pedestrian amenities at worksite, e.g. sidewalks, benches, etc. ▪ Bike amenities at worksite, such as racks, lockers and showers (TMD may be able to supply) <ul style="list-style-type: none"> ▪ Carpool matching for employees ▪ Free or reduced rate parking for car/vanpools offered to employees ▪ Preferred location and/or reserved parking for car/vanpools offered to employees <ul style="list-style-type: none"> ▪ Alternative work schedules: Flex Time, Compressed Work Week, Telecommute/Teleworking, Jobsharing ▪ Annual Commuter Survey collected from employees
<p>Measuring Success: TMD Commuting Goals...</p>	<p>Commuting goals have been identified for each TMD. These goals, which are consistent with acceptable traffic conditions, represent the percentage of commuters not driving to work during the most congested times of the day.</p> <ul style="list-style-type: none"> ▪ Bethesda: 32% (Stage II), then 37% ▪ North Bethesda: 39% ▪ Friendship Heights: 39% ▪ Silver Spring: 46%, and 50% for new development

Appendix 4 Annual Commuter Survey Sample Form



Dear North Bethesda Employee:

Montgomery County and our office, with help from your employer, are conducting this survey to find ways to improve transportation services in North Bethesda (which includes parts of Bethesda, Rockville and Kensington). Your participation is valuable. Please complete the survey and return it to the person who gave it to you by **May 13, 2011**. If you have any questions, please call us at 301-770-8108.

Thank you

Peggy Schwartz, North Bethesda Transportation Center

1. Today's Date: _____ Employer/Organization Name: _____
 Street Address of Regular Work Location: _____ Work Zipcode: _____

2. On the most recent day you worked at your regular work location, what time did you arrive at work and what time did you leave?
 Arrived _____ AM PM (circle one) Left _____ AM PM (circle one)

3. Last week, how did you get TO work each day? For each day you worked at your regular work location, check the box in Section A, "How I traveled to work" for the type of transportation you used that day. If you used more than one type on any day, e.g., walked to a bus stop then rode the bus, check ONLY the box for the type you used for the longest distance part of your trip.

Section A How I traveled TO work	Days worked at regular work location last week						
	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Drove alone in a car, truck, or SUV							
Drove myself and others (carpool or vanpool driver)							
Rode with others (carpool or vanpool rider)							
Took Ride On							
Took Metrobus or commuter bus (e.g., Eyre, Dillon)							
Took Metrorail							
Took MARC or VRE commute train							
Walked or bicycled (entire trip from home to work)							
Other _____							

For each day you did not work or did not work at this location, check one box in Section B, "Why I was not at my regular work location." For any day you are not scheduled to work (e.g., Sunday), check "Regular day off."

Section B Why I was NOT at my regular work location	Days NOT at regular work location last week						
	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Compressed schedule (e.g. 9/80 schedule) day off							
Regular day off							
Teleworked, worked at home or telework center <u>all day</u>							
Meeting out of office, sick, vacation, or holiday <u>all day</u>							

4. If you carpooled or vanpooled last week, how many people, including yourself, were usually in the vehicle?
 I did not carpool or vanpool last week _____ total number of people in the vehicle

5. Thinking back to one year ago, how did you USUALLY get to work? (If you used more than one type of transportation then, check the one you used most often).

drive alone carpool vanpool Ride On Metrobus or commute bus
 Metrorail MARC or VRE bicycle / walk Other _____
 Did you work at your current work location one year ago? yes no

6. What is your home zip code? _____

7. a. How many miles is it from your home to your regular work location? _____ miles
 b. How long does it typically take you to travel from home to this location? _____ minutes
 c. Last week, what was the longest time it took you to travel from home to work? _____ minutes

8. On days that you drive to work, even if you only drive occasionally, where do you park?

I never drive to work

I park: in a lot/garage at my work location
 in a public lot/garage off-site
 on the street
 other _____

8a. How much do you pay to park at this location?
 No charge, I park for free
 \$ _____ per: day / month (circle one)

PLEASE TURN OVER AND COMPLETE QUESTIONS 9-11 ON THE OTHER SIDE OF THIS SHEET

9. Does your employer offer to help pay the cost of commuting by transit or vanpool; if so, do you currently receive these benefits?

Benefit for:	Employer DOES NOT offer benefit	Employer offers benefit	
		I DO NOT RECEIVE it	I DO RECEIVE it
Bus, Metrorail, or train			
Vanpool			

9a. How much do you receive each month?
 \$1-30 \$31-60 \$61-99 \$100+

10. Does your employer allow employees to pay the cost of commuting by transit or vanpool with pre-tax dollars through payroll deduction; if so, do you currently receive these benefits?

Pre-tax for:	Employer DOES NOT allow a pre-tax deduction	Employer allows pre-tax deduction	
		I DO NOT RECEIVE it	I DO RECEIVE it
Bus, Metrorail, or train			
Vanpool			

10a. How much do you receive each month?
 \$1-30 \$31-60 \$61-99 \$100+

11. Listed below are commuting services that could help you travel to work by carpool, vanpool, transit, or bicycle. For each service listed, please indicate if the service would encourage you to use the type of transportation noted. For example, check "Yes" for "Route/schedule information for transit." If that service would encourage you to use transit. If you already use the type of transportation noted, check the box "Use this type of transportation now."

Commuting Service	Would this service encourage you to carpool, vanpool, or use transit or bicycle to get to work?			Use this type of transportation now
	Yes	Maybe	No	
Assistance to form a <u>carpool or vanpool</u>				
Free parking for <u>carpools and vanpools</u>				
Monthly payment or reimbursement equal to your <u>vanpool</u> cost				
Monthly payment or reimbursement equal to your <u>transit</u> cost				
Pre-tax payroll deduction equal to your <u>transit</u> costs				
Monthly payment or reimbursement equal to your <u>vanpool</u> cost				
Guaranteed Ride Home in case of emergency for <u>carpool, vanpool and transit</u> users				
Route/schedule information for <u>transit</u>				
\$20 monthly subsidy for <u>bicycling</u> to work				
Secure locker or other storage for <u>bicycle</u>				

THANK YOU FOR COMPLETING THE SURVEY!
 If you would like to be entered into our prize drawing - for a digital camera or iPod, provide your name and phone number below

Name _____ Phone Number _____

Please complete this section only if you would like to receive free information on carpooling, vanpooling, transit, the Guaranteed Ride Home program (GRH) or other alternatives to driving alone.

Name _____

Home Address _____
 Number Street Apt. No.

 City State Zip County

Work Phone Number _____ Work email _____

Please send me the following information / schedules (check all that interest you)
 Transit options Guaranteed Ride Home Bicycling Telework Other _____

Car /Vanpool Matchlist - I can / prefer to be a (check all that interest you)
 Carpool: Driver Rider Either Vanpool: Driver Rider Either

Please add your suggestions and comments about steps that might be taken to improve your commute. We will review all of your suggestions and comments and on matters that require the attention of area governments, we will forward the information to the appropriate agency. Thank you!

**Appendix 5
Annual Commuter Survey Results FY03 (Fall 2002)**

COMPANY NAME	TOTAL EMPLOYEES	FY2003 SURVEYS RECEIVED	%
Agency for Health Care	35	35	100.0%
American Kidney Fund	33	11	33.3%
ARC	522	17	3.3%
Armand's Chicago Pizzeria	35	5	14.3%
The Association for Research in Vision & Ophthalmology (ARVO)	20	14	70.0%
American Speech Language Hearing Association (ASHA)	221	105	47.5%
Barnes & Noble	20	5	25.0%
Barwood	120	16	13.3%
Bethesda Suites	150	14	9.3%
Berlin Ramos & Co	40	20	50.0%
Capitol Financial Group	53	18	34.0%
Clark-Bardes Inc.	25	19	76.0%
Concentra Preferred Systems	99	51	52.0%
Coventry Health Care	207	5	2.4%
CRI	34	5	14.7%
Dataprise	19	9	47.4%
Davis & Davis Heating and Air	40	7	17.5%
Destiny Health	13	13	100.0%
Employee Health Programs	70	18	25.7%
Elm Services, Inc.	32	13	40.6%
Executive Presentations Inc.	50	8	16.0%
Fabricare Draperies	20	17	85.0%
Ferris Baker Watts, Inc.	30	3	10.0%
Fitzgerald Automotive	50	29	58.0%
Foundation Development	22	12	54.5%
Fresh Fields	49	18	36.7%
Grosvenor House of Fine Foods	42	12	28.6%
GW Unit Bio-Statistics	133	51	38.3%
Hariton, Mancuso & Jones	22	12	54.5%
Health Services & Clinical Research	31	31	100.0%
International Medical News Group	50	21	42.0%

Appendix 5 - continued
Annual Commuter Survey Results FY03 (Fall 2002)

Jewish Federation of Greater Washington	78	17	21.8%
KAI Research Inc.	55	46	83.6%
Legg Mason	68	13	19.1%
Long and Foster	6	6	100.0%
Merrill Lynch Pierce Fenner	64	3	4.7%
Manhattan Jaguar	100	32	32.0%
Marriott Hotels & Resorts	200	15	7.5%
Matthews Media	150	44	29.3%
Morganstein & Levy	18	16	88.9%
MSSI Consultants	30	18	60.0%
Nabi Rockville	117	57	48.7%
Nash Floors	18	13	72.2%
Nellis Corporation	21	8	38.1%
New York Life Insurance Company	66	15	22.7%
NRI Staffing	15	8	53.3%
Office of Procurement	3	3	100.0%
Potomac Home Health Care	35	10	28.6%
Quatermaine Coffee Roasters	15	6	40.0%
Racquet & Jog	15	7	46.7%
Reginald S. Lourie Center for Infants and Young Children	80	40	50.0%
RSM McGladrey	100	37	37.0%
Sarafino & Rhoades	13	13	100.0%
Sprint PCS	22	12	54.5%
Sutton Place Gourmet	40	29	72.5%
Strathmore Hall	20	4	20.0%
Sybase	250	13	5.2%
Teltronic, Inc.	40	22	55.0%
TTSS Inc.	20	7	35.0%
United Communications Group	350	15	4.3%
Wachovia	22	12	54.5%
Total:	4,318	1,155	26.7%

**Appendix 6
Annual Commuter Survey Results FY04 (Fall 2003)**

COMPANY NAME	TOTAL EMPLOYEES	FY 2004 SURVEYS RECEIVED	%
American Speech Language Hearing Association (ASHA)	215	83	38.6%
BISYS Potomac	75	41	54.7%
Bloomington	221	170	76.9%
Capitol Financial Group	53	45	84.9%
Concentra Preferred Systems	95	78	82.1%
CRI	34	26	76.5%
CRIMMI Mae Inc.	99	20	20.2%
Earth Satellite Corp.	85	83	97.6%
Employee Health Programs	75	44	58.7%
Executive Coach/Bluestar	120	58	48.3%
Festive Foods Catering	80	13	16.3%
Fitzgerald	200	141	70.5%
G Street Fabrics	200	23	11.5%
Hebrew Home of Greater Washington	850	821	96.6%
HMSHOST	458	142	31.0%
IBM	2,200	7	0.3%
International Medical News Group	50	42	84.0%
IQ Solutions Inc.	150	56	37.3%
James G. Davis Construction	83	49	59.0%
Jewish Federation of Greater Washington	75	45	60.0%
Jewish Social Service Agency	152	22	14.5%
Jim Coleman	220	46	20.9%
KAI Research Inc.	60	33	55.0%
Kaiser Foundation	635	208	32.8%
Legg Mason	68	55	80.9%
Lerner Corp.	83	47	56.6%
Liberty Mutual Insurance	60	7	11.7%
Lockheed Martin	700	412	58.9%
Lourie Center for Infants and Young Children	60	39	65.0%
Manhattan Jaguar	100	22	22.0%
Marriott International	2,170	217	10.0%

Appendix 6 - continued
Annual Commuter Survey Results FY04 (Fall 2003)

Marshall's Department Store	65	21	32.3%
Merrill Lynch Pierce Fenner	75	39	52.0%
Nabi	117	69	59.0%
Nordstrom	440	25	5.7%
Old Navy	50	9	18.0%
Ourisman Ford Montgomery Mall	99	50	50.5%
Payroll Network, Inc.	50	12	24.0%
PeopleSoft, Inc.	300	52	17.3%
RSM McGladrey	100	50	50.0%
Rubino and McGeehin	85	63	74.1%
Special Agents Mutual Benefit Association (SAMBA)	49	41	83.7%
Sears Roebuck & Co	225	117	52.0%
Shulman Rogers Gandal	179	64	35.8%
Silver Diner Development, Inc.	90	54	60.0%
Social and Health Services	177	45	25.4%
Sprint PCS	144	65	45.1%
Sunrise Assisted Living	166	4	2.4%
Tech Resources International	95	86	90.5%
Terrapin Systems	110	40	36.4%
Transwestern Commercial Services	100	67	67.0%
US Pharmacopeia	380	251	66.1%
Universal Title	80	42	52.5%
Whitaker Brothers Business, Inc.	50	32	64.0%
Willis of MD	50	45	90.0%
Total:	13,002	4,438	34.1%

**Appendix 7
Annual Commuter Survey Results FY05 (Spring 2005)**

COMPANY NAME	TOTAL EMPLOYEES	FY 2005 SURVEYS RECEIVED	%
American Kidney Fund	33	37	112.1%
American Speech Language Hearing Association	338	164	48.5%
Apptis, Inc.	88	33	37.5%
Buchbinder, Tunich & Co., LLP	30	4	13.3%
Coventry Heath Care	223	42	18.8%
CRIIMI MAE	96	52	54.2%
David's Beautiful People	27	2	7.4%
Deposition Services, Inc.	36	21	58.3%
DSW	42	15	35.7%
Earth Satellite Corporation	137	61	44.5%
EJ Krause & Associates	35	11	31.4%
Enterprise Information Systems	18	2	11.1%
Expo Design Center	160	1	0.6%
Fitzgerald Colonial Dodge	120	65	54.2%
FlexAmerica	35	15	42.9%
Freidkin, Matrone & Horn	21	14	66.7%
Gap/Gap Kids Montgomery Mall	75	19	25.3%
Georgetown Prep	146	91	62.3%
Grossberg Co.	44	40	90.9%
Hebrew Home of Greater Washington	896	52	5.8%
HDO Productions L.P.	35	1	2.9%
HMS Host	480	207	43.1%
Host Marriott	191	119	62.3%
IBM	2,200	139	6.3%
IMAKE	39	22	56.4%
Information Systems Lab, Inc.	27	20	74.1%
Jewish Council for the Aging	24	24	100.0%
Jewish Social Service Agency	152	74	48.7%
Jim Coleman	315	3	1.0%
Kaiser Permanente	908	146	16.1%
Kamerow, Weintraub & Swain	39	8	20.5%

Appendix 7 - continued
Annual Commuter Survey Results FY05 (Spring 2005)

Lancaster Landscape	38	29	76.3%
Lockheed Martin	660	573	86.8%
Manhattan Imports	70	14	20.0%
Marriott	3,159	300	9.5%
Marriott Bethesda Suites	100	49	49.0%
Maryland Heart	34	40	117.6%
Mendoza, Ribas, Farinas & Associates	29	20	69.0%
Montgomery Aquatic Center	55	24	43.6%
My Organic Market	58	22	37.9%
NIH	462	462	100.0%
NRC/US NRC	2,106	598	28.4%
NRI Staffing	15	10	66.7%
Nordstrom	440	65	14.8%
Penan & Scott, PC	29	19	65.5%
Potomac Physician Associates	28	10	35.7%
Rainbow Hair Designers	42	11	26.2%
Shoppers Food Warehouse	153	72	47.1%
Smislova, Kehnemui & Assoc., PA	43	32	74.4%
SRA International	50	12	24.0%
Sybase, Inc.	250	31	12.4%
Sytel, Inc.	37	15	40.5%
The Washington Group/Mass Mutual	30	7	23.3%
Tower Companies	35	22	62.9%
UCG	350	72	20.6%
United States Pharmacopeia	405	245	60.5%
VOB SAAB	240	71	29.6%
Unknown	55	55	100.0%
Total:	15,983	4,384	27.4%

**Appendix 8
Annual Commuter Survey Results FY06 (Spring 2006)**

COMPANY NAME	TOTAL EMPLOYEES	FY 2006 SURVEYS RECEIVED	%
American Speech Language Hearing Association	226	99	43.8%
ARC	573	15	2.6%
Arts & Chemistry Hair Salon	27	12	44.4%
Barwood Transportation	108	42	38.9%
Balducci's	52	29	55.8%
BCE Corporation	69	37	53.6%
Berlin Ramos & Co	43	34	79.1%
Berlitz	28	10	35.7%
Bloomingdales	221	49	22.2%
Boland Services	250	84	33.6%
Booz Allen & Hamilton	224	30	13.4%
Burger King	25	6	24.0%
Capital Financial Group	58	48	79.3%
Computershare Analytical N.A.	30	22	73.3%
CRI, Inc.	31	18	58.1%
David's Beautiful People	27	2	7.4%
Dembo Jones Healy Pennington	38	38	100.0%
Fitzgerald Automall	50	18	36.0%
G Street Fabrics	95	39	41.1%
GWU Biostatics Center	156	25	16.0%
HMSHOST	480	166	34.6%
Houston's	115	35	30.4%
IDEAL Scanners and Systems	35	9	25.7%
IQ Solutions Inc.	145	1	0.7%
James G. Davis Construction	83	53	63.9%
Jewish Community Center of Greater Washington	130	97	74.6%
Jewish Federation of Greater Washington	78	31	39.7%
Jim Coleman Automotive	315	46	14.6%
John C. Grimberg Co., Inc.	35	9	25.7%
KAI Research Inc.	44	31	70.5%
Kamerow, Weintraub & Swain	38	21	55.3%

Appendix 8 - continued
Annual Commuter Survey Results FY06 (Spring 2006)

Liberty Mutual	45	24	53.3%
Lockheed Martin	660	250	37.9%
Manhattan Imported Cars	71	21	29.6%
Marriott International	3,015	344	11.4%
MDA Federal	139	35	25.2%
Merrill Lynch	64	31	48.4%
Montgomery County Department of Correction/Pre-Release Center	64	27	42.2%
New York Life	43	12	27.9%
Ourisman Ford Co. Inc.	74	47	63.5%
Printing Images, Inc.	49	7	14.3%
Reginald S. Lourie Center for Infants and Young Children	82	33	40.2%
RMA Chauffered Transportation	110	14	12.7%
RTI International	36	9	25.0%
Rubino & McGeehin	85	66	77.6%
Sears	325	8	2.5%
Shulman Rogers Gandal & Pordy	173	43	24.9%
Silver Diner	90	62	68.9%
Smith Barney	48	17	35.4%
Social & Health Service Limited	1,165	57	4.9%
Special Agents Mutual Benefits Association (SAMBA)	53	54	101.9%
SYBASE	250	29	11.6%
Technical Resources International	107	96	89.7%
TerpSys	163	79	48.5%
The Meltzer Group	75	50	66.7%
Toys R Us	30	15	50.0%
United Communications Group	350	105	30.0%
U.S. Pharmacopeia	405	144	35.6%
VOB Auto Sales	31	20	64.5%
Washington Real Estate Investment Trust (WRIT)	117	106	90.6%
Whole Foods Market	112	29	25.9%
Willis of Maryland, Inc.	60	46	76.7%
Miscellaneous Employers	25	25	100.0%
Total:	11,945	3,061	25.6%

**Appendix 9
Annual Commuter Survey Results FY07 (Spring 2007)**

COMPANY NAME	TOTAL EMPLOYEES	FY 2007 SURVEYS RECEIVED	%
(c) Management, Inc.	20	17	85.0%
AD Solution	23	16	69.6%
American Kidney Fund	48	48	100.0%
Apptis-General Data Systems, Inc.	88	33	37.5%
ARC	541	11	2.0%
Bartlett Tree Experts, Inc.	46	19	41.3%
Bill Young Marrow Donor Programs	53	27	50.9%
Biomedical Research Institute	40	28	70.0%
BISYS The Potomac Group	73	14	19.2%
Bloomington	221	47	21.3%
Boland Services	261	47	18.0%
CAPREIT	46	36	78.3%
Charles Products, Inc.	31	17	54.8%
Colonial Dodge/Subaru/Hyundai	120	91	75.8%
Constella Group-Analytical Sciences, Inc.	115	82	71.3%
Coventry Healthcare, Inc.	192	41	21.4%
David's Beautiful People	27	5	18.5%
David's Bridal	36	19	52.8%
Deposition Services, Inc.	44	27	61.4%
Elsevier	152	81	53.3%
Expo Design Center	160	14	8.8%
Flex America	54	33	61.1%
George Washington U. Bio-Statistics Center	161	5	3.1%
Georgetown Preparatory School	180	85	47.2%
Giant Food	138	30	21.7%
Grossberg Company	45	34	75.6%
Hebrew Home	1,100	524	47.6%
HMSHOST	500	223	44.6%
Host Hotels & Resorts	196	163	83.2%
IBM	1,900	33	1.7%
Imake Consulting, Inc.	39	17	43.6%

Appendix 9 - continued
Annual Commuter Survey Results FY07 (Spring 2007)

Information Systems Lab, Inc.	27	18	66.7%
Jewish Social Services Agency	158	40	25.3%
Jim Coleman Cadillac/Toyota Inc.	315	14	4.4%
Kaiser Foundation Health Plan	920	127	13.8%
Lerner Corp.	650	54	8.3%
Lockheed Martin	830	273	32.9%
Marriott International	3,270	367	11.2%
Marshall's Department Stores, Inc.	82	26	31.7%
Maryland Heart, PC	47	31	66.0%
Merrill Lynch Pierce Fenner	64	35	54.7%
Miscellaneous	23	23	100.0%
Montgomery Aquatic Center	156	9	5.8%
Nabi	110	44	40.0%
NIH - Democracy Blvd.	1,136	145	12.8%
NIH - East Jefferson Street	377	62	16.4%
NIH - Executive Blvd.	3,967	520	13.1%
NIH - Fernwood Road	624	63	10.1%
NIH - Fishers Lane	682	51	7.5%
NIH - Other	13	13	100.0%
NIH - Rockledge Drive	2,739	328	12.0%
NIH - Rock Spring Drive	5	5	100.0%
NIH - Rockville Pike	100	46	46.0%
NIH - Twinbrook Pkwy/Parklawn Drive	241	46	19.1%
Penan & Scott, P.C.	29	18	62.1%
Printing Images Inc.	54	10	18.5%
Progressions Salon	46	18	39.1%
Rainbow Hair Designers	35	7	20.0%
RSM McGladrey	205	46	22.4%
Sears & Roebuck	325	17	5.2%
Smislova Kehnemui & Assoc.	52	29	55.8%
Social & Health Service Limited	135	33	24.4%
SRA International	50	18	36.0%
SYBASE	183	42	23.0%

Appendix 9 - continued
Annual Commuter Survey Results FY07 (Spring 2007)

Tower Company	39	27	69.2%
Transwestern Commercial Services	100	32	32.0%
U.S. Pharmacopeia	456	137	30.0%
United Communications Group	357	107	30.0%
US Enrichment Corp. Inc.	97	30	30.9%
VOB Auto Body	30	14	46.7%
Washington Radiology Associates	30	17	56.7%
Whitaker Brothers Business, Inc.	38	23	60.5%
Total:	25,447	4,832	19.0%

Appendix 10
Annual Commuter Survey Results FY08 (Spring 2008)

COMPANY NAME	TOTAL EMPLOYEES	FY 2008 SURVEYS RECEIVED	%
Advanced BioScience Labs, Inc.	95	38	40.0%
ARC	573	23	4.0%
Barwood/Executive Coach/Blue Star Group, Inc.	108	70	64.8%
Berlin, Ramos & Company, PA	49	31	63.3%
Bloomington	221	59	26.7%
Boland Services	261	60	23.0%
Bresler & Reiner, Inc.	29	22	75.9%
Capitol Financial Group, Inc.	66	53	80.3%
Cheesecake Factory	219	24	11.0%
Coventry Health Care, Inc.	223	57	25.6%
Dembo, Jones, Healy, Pennington & Marshall PC	38	27	71.1%
Dermatology Center	40	19	47.5%
Giant Food	168	12	7.1%
Hebrew Home	1,100	94	8.5%
HMS Host	500	145	29.0%
Houston's Restaurant, Inc.	115	35	30.4%
Ideal Reprographics and Scanners	35	5	14.3%
Information Management Services Inc.	32	15	46.9%
James G. Davis Construction	123	49	39.8%
Jewish Community Center	130	17	13.1%
Jewish Federation of Greater Washington	78	35	44.9%
Kaiser Foundation Health Plan	889	262	29.5%
Lerner Corp	650	78	12.0%
Liberty Mutual Insurance	45	6	13.3%
Lockheed Martin	660	258	39.1%
Lord & Taylor	174	19	10.9%
Manhattan Imported Cars, Inc.	71	36	50.7%
Marriott Bethesda North - Hotel & Conference Center	288	74	25.7%
Marriott International	3,015	189	6.3%
MDA Federal	153	45	29.4%
Mendoza, Ribas, Farinas & Associates	28	14	50.0%

Appendix 10 - continued
Annual Commuter Survey Results FY08 (Spring 2008)

Miscellaneous	21	21	100.0%
Montgomery County Corrections/Pre Release Center	62	19	30.6%
Montgomery County Public Schools - Maintenance & Transportation	245	44	18.0%
National Financial Group	60	21	35.0%
NIH - Democracy Blvd.	1,136	126	11.1%
NIH - East Jefferson Street	377	45	11.9%
NIH - Executive Blvd.	3,967	463	11.7%
NIH - Fernwood Road	624	81	13.0%
NIH - Fishers Lane	682	43	6.3%
NIH - Other	117	117	100.0%
NIH - Rockledge Drive	2,739	283	10.3%
NIH - Rock Spring Drive	5	5	100.0%
NIH - Rockville Pike	100	43	43.0%
NIH - Twinbrook Pkwy/Parklawn Drive	241	38	15.8%
Potomac Physician Associates	38	19	50.0%
Printing Images Inc.	54	10	18.5%
Reginald S. Lourie Center for Infants & Young Children	82	19	23.2%
RTI International	36	25	69.4%
Rubino & McGeehin	79	55	69.6%
Shulman, Rogers, Gandal, Pordy & Ecker, PA	173	63	36.4%
Silver Diner Development, Inc.	90	38	42.2%
Special Agents Mutual Benefits Association (SAMBA)	53	50	94.3%
SYBASE	250	22	8.8%
Technical Resources International	120	111	92.5%
The Meltzer Group	75	59	78.7%
The Washington Group	30	4	13.3%
US Pharmacopeia/USP	456	172	37.7%
VOB Auto Sales	31	45	145.2%
Washington Real Estate Investment Trust (WRIT)	135	114	84.4%
Total:	22,254	4,026	18.1%

Appendix 11
Annual Commuter Survey Results FY09 (Spring 2009)

COMPANY NAME	TOTAL EMPLOYEES	FY 2009 SURVEYS RECEIVED	%
American Kidney Fund	53	39	73.58%
Apptis	107	29	27.10%
Bethesda Dialysis	25	3	12.00%
Bethesda North Marriott	250	41	16.40%
Biomedical Research	28	19	67.86%
C.W. Bill Young Marrow Program	52	41	78.85%
CAPREIT	39	31	79.49%
Clovis Group	33	26	78.79%
CRI	18	16	88.89%
David's Bridal	39	34	87.18%
Deposition Services	39	22	56.41%
G Street Fabrics	95	16	16.84%
Georgetown Prep	197	99	50.25%
Giant Food	168	6	3.57%
Invenda Corporation	25	7	28.00%
Lockheed Martin	610	194	31.80%
Maryland Heart	50	28	56.00%
Merrill Lynch	64	39	60.94%
Miscellaneous	7	7	100.00%
Montgomery County Public Schools	225	25	11.11%
Nabi	47	23	48.94%
NIH - Democracy Blvd	1,383	103	7.45%
NIH - E. Jefferson	581	47	8.09%
NIH - Executive Blvd	4,077	398	9.76%
NIH – Fernwood Road	805	49	6.09%
NIH - Fishers Lane	716	41	5.73%
NIH - Rockledge Drive	2,762	215	7.78%
NIH - Rockville Pike	100	36	36.00%
NIH - Security Lane	1	1	100.00%
NIH - Twinbrook Pkwy/Parklawn Drive	218	32	14.68%
National Rehab Hospital	26	15	57.69%

Appendix 11 - continued
Annual Commuter Survey Results FY09 (Spring 2009)

NIH - Other	71	71	100.00%
Payroll Network	43	1	2.33%
Penan & Scott, PC	34	5	14.71%
Printing Images	56	13	23.21%
Progressions Hair Salon	43	19	44.19%
Reginald S. Lourie Center	79	17	21.52%
Shoppers Food Warehouse	153	11	7.19%
Smislova, Kehnemui & Associates	56	28	50.00%
Suburban Outpatient	47	16	34.04%
Sunrise Senior Living	125	12	9.60%
Sybase Inc.	75	3	4.00%
The ARC of Montgomery County	600	18	3.00%
Transwestern Commercial Services	100	23	23.00%
US Enrichment Corp.	97	25	25.77%
US Pharmacopeia	469	138	29.42%
VOB Auto Body	30	17	56.67%
Washington Radiology Association	49	7	14.29%
Wells Fargo Home Mortgage	30	6	20.00%
Whitaker Brothers Business Machines	46	1	2.17%
Whole Foods	150	18	12.00%
Winchester Homes Inc.	170	81	47.65%
Total:	15,363	2,212	14.40%

Appendix 12
Annual Commuter Survey Results FY10 (Spring 2010)

COMPANY NAME	TOTAL EMPLOYEES	FY 2010 SURVEYS RECEIVED	%
Academy of the Holy Cross	89	87	97.8%
Barwood	109	57	52.3%
Bethesda North Marriott Conference Center	250	19	7.6%
Buchbinder, Tunick & Co	30	4	13.3%
Capitol Financial Group	80	53	66.3%
Center for Cancer and Blood Disorders	48	19	39.6%
Charles Products	39	14	35.9%
Cheesecake Factory	200	28	14.0%
Coventry Health Care	318	39	12.3%
Dermatology	52	19	36.5%
E.J. Krause	32	10	31.3%
G Street Fabrics	115	15	13.0%
George Washington Univ. Biostatistics Center	110	91	82.7%
Host Hotels & Resorts	177	71	40.1%
ICF Macro	1,165	43	3.7%
Information Management Services	34	27	79.4%
James G. Davis Construction	120	50	41.7%
Jewish Federation of Greater Washington	67	24	35.8%
Kaiser Permanente	825	97	11.8%
Lockheed Martin	610	246	40.3%
Manhattan Auto	69	47	68.1%
Marriott	2,736	208	7.6%
MCPS Maintenance	20	7	35.0%
MDA Information Systems	169	54	32.0%
Meltzer Group	90	67	74.4%
Miscellaneous	12	12	100.0%
MOMs Organic Market	59	59	100.0%
NIH - Democracy Blvd.	1,136	89	7.8%
NIH - East Jefferson Street	377	25	6.6%
NIH - Executive Blvd.	3,967	252	6.4%
NIH - Fernwood Road	624	22	3.5%

Appendix 12 - continued
Annual Commuter Survey Results FY10 (Spring 2010)

NIH - Fishers Lane	682	19	2.8%
NIH - Rockledge Drive	2,739	125	4.6%
NIH - Rock Spring Drive	5	2	40.0%
NIH - Rockville Pike	100	43	43.0%
NIH - Security Lane	5	5	100.0%
NIH - Twinbrook Pkwy/Parklawn Drive	241	18	7.5%
Nordstrom	475	12	2.5%
Ortho Bethesda	65	11	16.9%
Payroll Network	43	17	39.5%
Printing Images	60	7	11.7%
RMA Chauffered	30	7	23.3%
RTI International	38	19	50.0%
Rubino & McGeehin	59	59	100.0%
Special Agents Mutual Benefit Association	61	56	91.8%
Target	350	10	2.9%
Technical Resources International	350	32	9.1%
US Department of Health and Human Services	3,546	721	20.3%
US Pharmacopeia	469	45	9.6%
VOB	353	124	35.1%
Washington Real Estate Investment Trust	115	99	86.1%
Whole Foods Market	137	26	19.0%
Total:	23,652	3,312	14.0%

Appendix 13
Annual Commuter Survey Results FY11 (Spring 2011)

COMPANY NAME	TOTAL EMPLOYEES	FY 2011 SURVEYS RECEIVED	%
6420 Rockledge Medical Center	120	50	41.7%
American Kidney	58	48	82.8%
Apptis, Inc.	76	38	50.0%
Berlin Ramos & Co	45	33	73.3%
Berlitz	28	7	25.0%
Bloomingdales	145	46	31.7%
Coventry Health Care	194	35	18.0%
CW Bill Young	57	33	57.9%
Elsevier	100	29	29.0%
Fitzgerald & Colonial Dodge	128	83	64.8%
Georgetown Prep	197	107	54.3%
Grossberg Company	57	42	73.7%
HMS Host	500	147	29.4%
JBS International	277	95	34.3%
Jewish Community Center of Greater Washington	183	40	21.9%
Jewish Council for the Aging	24	18	75.0%
Jewish Social Services Agency	25	11	44.0%
Kaiser	1,090	22	2.0%
Lockheed Martin Corporation	585	168	28.7%
Loehmann's	30	8	26.7%
Macy's	361	53	14.7%
Marriott North Bethesda Conference Center	250	20	8.0%
Marriott Suites by Bethesda	142	33	23.2%
Maryland Heart	3,017	196	6.5%
Miscellaneous	2	2	100.0%
Montgomery County Public Schools Bus Depot	20	12	60.0%
Nabi	45	14	31.1%
NIH - Democracy Blvd	1,508	61	4.0%
NIH - E. Jefferson St	571	8	1.4%
NIH - Executive Blvd	4,121	156	3.8%
NIH - Fernwood Rd	815	12	1.5%

Appendix 13 - continued
Annual Commuter Survey Results FY11 (Spring 2011)

NIH - Fishers Lane	794	24	3.0%
NIH - Rockledge Drive	2,150	89	4.1%
NIH - Rockville Pike	72	24	33.3%
NIH - Twinbrook Parkway	218	8	3.7%
Ortho Bethesda	80	25	31.3%
Printing Images	48	11	22.9%
Progressions Salon	43	14	32.6%
Reginald S. Lourie Center for Infants and Young Children	83	36	43.4%
Rolyn Construction	50	25	50.0%
Sears	202	163	80.7%
Snyder Cohn	80	22	27.5%
SRA International	115	31	27.0%
Sybase	75	12	16.0%
TA Beach Electric Corp	25	15	60.0%
The ARC of Montgomery County	600	18	3.0%
US Department of Health and Human Services	2,700	556	20.6%
US Enrichment Corp.	93	24	25.8%
US Nuclear Regulatory Commission	2,106	235	11.2%
VOB Auto Body	30	21	70.0%
Wells Fargo	30	3	10.0%
Total:	24,365	2,983	12.2%

Appendix 14
Responses for Employer Survey Respondents
Weekday, 7:30 a.m. – 8:29 a.m.
FY03-FY11

	<i>Drive alone</i>	<i>CP/VP driver</i>	<i>CP/VP rider</i>	<i>Bus/train</i>	<i>Walked/bicycl ed</i>	<i>Other</i>	
FY03 - Fall 2002	85.0%	2.6%	3.2%	9.0%	0.0%	0.0%	
FY04 - Fall 2003	82.0%	4.2%	2.0%	10.0%	1.0%	0.0%	
	<i>Drive alone</i>	<i>CP/VP driver</i>	<i>CP/VP rider</i>	<i>Bus</i>	<i>Train</i>	<i>Walked/bicycl ed</i>	<i>Other</i>
FY05 - Spring 2005	77.1%	5.3%	3.4%	4.5%	7.6%	1.3%	0.8%
FY06 - Spring 2006	81.9%	4.9%	3.4%	4.7%	4.0%	1.0%	0.0%
FY07 - Spring 2007	79.8%	4.6%	3.4%	5.2%	5.5%	1.4%	0.0%
FY08 - Spring 2008	77.4%	5.0%	3.2%	6.6%	5.9%	1.8%	0.0%
FY09 - Spring 2009	78.7%	3.6%	2.8%	5.8%	6.2%	2.8%	0.1%
FY10 - Spring 2010	80.9%	4.7%	2.7%	4.7%	5.3%	1.6%	0.1%
	<i>Drive alone</i>	<i>CP/VP driver</i>	<i>CP/VP rider</i>	<i>Ride On</i>	<i>Metrobus Commuter bus</i>	<i>Metrorail</i>	
FY11 - Spring 2011	71.1%	3.9%	3.7%	2.8%	2.5%	7.4%	
	<i>MARC/VRE</i>	<i>Walked/bicycl ed</i>	<i>Other</i>	<i>Compressed schedule day off</i>	<i>Teleworked</i>		
FY11 - Spring 2011	0.9%	2.2%	.2%	1.1%	4.0%		

Appendix 15
Responses for Residential Survey Respondents
FY05-FY11

	Drive Alone	Car/Van Pool (driver/pass)	Transit	Walk - Bike	Telework	Other
FY05 – Spring '05	51.9%	6.3%	40.6%	1.1%	0.0%	0.0%
FY06 – Spring '06	52.3%	5.7%	39.4%	2.6%	0.0%	0.0%
FY07 – Spring '07	42.8%	6.7%	46.8%	3.8%	0.0%	0.0%
FY08 – Spring '08	39.9%	3.5%	47.0%	9.5%	0.0%	0.0%
FY09 – Spring'09	34.5%	4.7%	58.3%	2.5%	0.0%	0.0%
FY10 - Spring'10	45.8%	5.7%	44.6%	3.9%	0.0%	0.0%
FY11 – Spring '11	29.7%	12.8%	55.1%	2.4%	0.0%	0.0%

Appendix 16
Level of Service for North Bethesda Intersections

Morning Peak Hour Intersection Level of Service									
		2003	2004	2005	2006	2007	2008	2009	2011
Principal Road	Intersecting Road	AM	AM	AM	AM	AM	AM	AM	AM
Arizona Circle	Democracy Blvd	A	A	A	A	A	A	A	A
Democracy Blvd	Westlake Drive	A	A	A	A	A	A	A	*
Democracy Blvd	Fernwood Road	C	B	D	B	B	C/D	C	A
Democracy Blvd	Rockledge Drive	A	A	A	A	A	A	A	*
Democracy Blvd	Old Georgetown Road	B/C	D	D	C/D	C	B	B/C	C
E. Jefferson Street	Montrose Road	D	C	C	B	C	B/C	B	A
Executive Blvd	Nicholson Lane	*	A	A	A	A	A	A	*
Executive Blvd	Old Georgetown Road	C	D	D/E	C	D	C	C	*
Gaynor Road/Rocking Horse Road	Randolph Road	C	A	C	B	B	B/C	B	B
Knowles Ave	Weymouth St	A	A	A	A	A	A	A	A
Lakeview Drive	Westlake Drive	A	A	A	A	A	A	A	A
Nebel Street	Nicholson Lane	A	A	D	A	A	A	A	A
Nicholson Lane	Woodglen Drive	A	A	A	A	A	A	A	*
Old Georgetown Road	Edson Lane/Poindexter Lane	A	A	A	A	A	A	A	A
Old Georgetown Road	Nicholson Lane/Tilden Lane	D/E	C	A/B	A/B	B	A	B/C	A
Old Georgetown Road	Tuckerman Lane	C/D	B/C	E	C/D	E/F	F	F	D
Old Georgetown Road	Rock Spring Drive	B	A	C	B	B	A	A/B	*
Old Georgetown Road	Rockville Pike	D	C	C	C/D	D	E/F	C/D	*
Parklawn Drive	Twinbrook Pkwy	D	B	A	A	A/B	A	A	A
Parklawn Drive	Randolph Road (West Leg)	D	D	C	C	C	D	E/F	*
Parklawn Drive	Randolph Road (East Leg)	B	A	A/B	A	A	A	A	*
Rockville Pike	Edson Lane	B/C	A	A/B	B	A/B	A	A	A
Rockville Pike	Nicholson Lane	C	B/C	A	C	C	B	B/C	*
Rockville Pike	Grosvenor Lane	D	C	C	A	B	C/D	C	C
Rockville Pike	Tuckerman Lane	C	C	C	C	B/C	B	C	F
Rockville Pike	Tuckerman Lane (South Leg)	*	*	A	B	A	A	A	*

**Appendix 16 - continued
Level of Service for North Bethesda Intersections**

Rockville Pike	Montrose Road/Randolph Road	D	D	E	E	D	D		*
Rockville Pike	Twinbrook Pkwy/Rollins Ave	C	A/B	C	B	B	A	B	A
Rockville Pike	Security Lane	A/B	A	A	A	A	B	A	*
Rockville Pike	Marinelli Road	B/C	B/C	A	A	A	A	A	*
Rockville Pike	Strathmore Ave	F	E	E	B/C	E	D	B	C
Tuckerman Lane	Westlake Drive	A	B	A	A	A	A/B	A	A
Westlake Drive	Westlake Terrace	A	A	A	A	A	A	A	A
Source: Montgomery County Department of Public Works and Transportation									
* Counts not done for this intersection									
**Reflects new CLV rates adopted by M-NCPPC spring of 1998.									

Mid-Day Peak Hour Intersection Level of Service

		2006	2007	2008	2009	2011			
Principal Road	Intersection	Mid-Day	Mid-Day	Mid-Day	Mid-Day	Mid-Day			
Rockville Pike	Nicholson Lane	E	D	C	C	*			
Rockville Pike	Tuckerman Lane	A	A	A	A	*			
Executive/Montrose Road	E. Jefferson Lane	D/E	B/C	C	C	A			
Parklawn Drive	Twinbrook Pkwy	A	A	A	A	A			
Democracy Blvd	Westlake Drive	A	A	A/B	A	*			
Democracy	Fernwood	A	A	A/B	A	A			
Democracy Blvd	Rockledge Drive	A	A	A	A	*			
Executive Blvd	Nicholson Lane	A	A	A	A	*			
Rockville Pike	Montrose/Randolph	D	D/E	C		*			
Old Georgetown Road	Democracy Blvd	B	B	A	B	A			
Rockville Pike	Marinelli Road	A	A	A	A	*			

**Appendix 16 - continued
Level of Service for North Bethesda Intersections**

Rockville Pike	Old Georgetown Road	C	C	D	B	*			
Old Georgetown Road	Rock Spring Drive		A	A	A	*			
Executive Boulevard	Old Georgetown Road	A	B	B	B/C	*			
Source: Montgomery County Department of Public Works and Transportation									
* Counts not done for this intersection									
**Reflects new CLV rates adopted by M-NCPPC spring of 1998.									

Evening Peak Hour Intersection Level of Service

		2003	2004	2005	2006	2007	2008	2009	2011
Principal Road	Intersecting Road	PM	PM	PM	PM	PM	PM	PM	PM
Arizona Circle	Democracy Blvd	A	A	A	A	A	A	A	A
Democracy Blvd	Westlake Drive	D/E	B	B	A	A	C	A	*
Democracy Blvd	Fernwood Rd	D	C	F	B	A	F	D/E	F
Democracy Blvd	Rockledge Drive	A	A	A/B	A	A	A	A	*
Democracy Blvd	Old Georgetown Rd	F	D/E	C	C	D	C/D	D	C
E. Jefferson St	Montrose Rd	F	F	F	F	E	D/E	C/D	A
Executive Blvd	Nicholson Ln	*	A	A	A	A	A	A	*
Executive Blvd	Old Georgetown Rd	C/D	C	C	B	C	C	C	*
Gaynor Rd/Rocking Horse Rd	Randolph Rd	B	B	A	B	C	C	B	B
Knowles Ave	Weymouth St	A/B	C	A	B	A	A	A	A
Lakeview Drive	Westlake Drive	A	A	A	A	A	A	A	A
Nebel St	Nicholson Ln	B	B/C	F	B	B	A	A/B	A
Nicholson Ln	Woodglen Drive	A	A	A	A	A	A	A	*
Old Georgetown Rd	Edson Ln/Poindexter Ln	C/D	C/D	B	C	C	C	B/C	C
Old Georgetown Rd	Nicholson Ln/Tilden Ln	D/E	A	D/E	C	C	C	B/C	B
Old Georgetown Rd	Tuckerman Ln	E	D	D/E	C/D	E	F	D/E	C
Old Georgetown Rd	Rock Spring Drive	D/E	E	D	C/D	C/D	C/D	C	*

Appendix 16 - continued
Level of Service for North Bethesda Intersections

Old Georgetown Rd	Rockville Pike	E/F	D	D	D	D	F	C/D	*
Parklawn Drive	Twinbrook Pkwy	F	A/B	C/D	B/C	C	B/C	B/C	C
Parklawn Drive	Randolph Rd (West Leg)	C/D	D	C/D	C/D	C/D	D	C	*
Parklawn Drive	Randolph Rd (East Leg)	E	E/F	F	C/D	E	C/D	B	*
Rockville Pike	Edson Ln	E	B	C	E	C	B	B	B
Rockville Pike	Nicholson Ln	E/F	F	F	F	E/F	D/E	D	*
Rockville Pike	Grosvenor Ln	E/F	C	B	B	B	A/B	B/C	A
Rockville Pike	Tuckerman Ln	E	D	E/F	D	C/D	D	D	E
Rockville Pike	Tuckerman Ln (South Leg)	*	*	A	A	A	A	A	*
Rockville Pike	Montrose Rd/Randolph Rd	E	E	E	F	E/F	E		*
Rockville Pike	Twinbrook Pkwy/Rollins Ave	F	E	F	D	D	C	C	D
Rockville Pike	Security Ln	D	B	C/D	B	C	A	A	*
Rockville Pike	Marinelli Rd	B/C	B	B	B/C	C	A/B	A/B	*
Rockville Pike	Strathmore Ave	F	D	E	D/E	D/E	E/F	C/D	C
Tuckerman Ln	Westlake Drive	D	D	A/B	A	B/C	A	A	A
Westlake Drive	Westlake Terrace	D	A	A	A	A	A	A	A

Source: Montgomery County Department of Public Works and Transportation

* Counts not done for this intersection

**Reflects new CLV rates adopted by M-NCPPC spring of 1998.

**Appendix 17
North Bethesda Parking Inventory**

	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2012</u>	<u>2012</u>
<u>Address</u>	<u>% Occ.</u>	<u>% Occ.</u>	<u>% Occ.</u>	<u>% Occ.</u>	<u>%Occ.</u>	<u>%Occ.</u>	<u>%Occ.</u>	<u>%Occ.</u>	<u>% Occ</u>	<u>Total Spaces</u>
		70.39	65.81	71.97	66.39	--	--	87.37	48.00	755.00
10215 Fernwood Drive "Camalier Building"	60.21	58.49	68.54	72.74	85.35	76.72	79.75	79.25	75.00	2193.00
10400 Fernwood Drive	79.99	72.73	76.47	--	--	--	--	71.25	83.00	2613.00
10401 Fernwood Drive	42.63	53.05	0.00	98.40	93.90	88.20	under construction	--	51.00	2429.00
10411 Motor City Drive	19.92	36.36	26.54	49.38	59.51	87.41	69.60	--	78.00	250.00
5515 Security Lane		72.81	63.86	84.87	67.02	73.14	94.17	95.00	80.00	549.00
11501 Huff Court	58.00	65.38	61.54	80.77		0.00		--	--	--
11119 Rockville Pike	47.18	41.06	81.76	40.17	35.23	--	--	--	44.00	549.00
11140 Rockville Pike	88.10	80.61	90.26	86.50		75.00	76.49	--	64.00	251.00
11200 Rockville Pike	61.90	60.59	85.75	84.04	77.73		58.15	70.00	81.00	399.00
11300 Rockville Pike	90.68	6.53	68.88	68.04	75.66	37.26	41.54	--	62.00	467.00
11400 Rockville Pike	71.84	65.67	0.00	84.87		--	--	--		
11426 - 11428 Rockville Pike	43.37	43.80	37.31	34.26	34.48		72.37		45.00	742.00
11545 & 11555 Rockville Pike	100.00	100.00	100.00	--	--	--	--	--	--	--
7500 Old Georgetown Road	61.37	0.00	56.78	--	--	--	--	--	--	--
6550 Rock Spring Drive	69.08	0.00	0.00	--	50.81		38.86	61.00	62.00	543.00

Appendix 17 - continued
North Bethesda Parking Inventory

"Rock Spring Park I"	36.39	0.00	0.00	--	--	--	--	--	--	--
6560 Rock Spring Drive "Rock Spring Park II"	71.14	0.00	0.00	--	--	--	--	0.00	--	--
6600/6610 Rockledge Drive "Rockledge Exec. Plaza"	66.24	69.17	86.97	76.22	--	--	52.51	85.00	58.00	977.00
6700/6710 Rockledge Drive	79.39	68.00	65.32	87.97	78.23	56.68	52.55	70.00	--	--
6701/6705 Rockledge Drive "Rockledge Center"	73.29	72.44	68.95	76.86	92.15	60.35	63.52	82.82	82.00	1395.00
6901, 6903, 6905 Rockledge Drive "Democracy Center 1, 11, 111"	47.71	48.03	49.13	52.48	69.42	67.16	77.94	77.94	72.00	1478.00
Montgomery Mall	41.22	43.35	53.42	30.56	--	--	--	--	--	--
ASHA, Strathmore Lane	72.04	80.58	69.00	59.72	--	--	--	--	--	--
Health & Human Services, Parklawn Drive	78.90	71.88	0.00	--	--	--	--	--	--	--
SHA Parking Lot (Rockville Pike)	29.29	39.36	35.61	100.00	--	--	--	--	--	--
2101 Executive Blvd	77.61	57.58	70.45	81.90	91.19	52.88	87.46	90.00		
2115 Executive Blvd	1.38	1.46	24.72	59.34	61.90	--	80.87	--	--	--
6006 Executive Blvd	59.64	56.80	57.99	--	--	42.86		--	--	--
6010 Executive Blvd	77.48	64.24	46.37	--	--	--	45.72	45.72	48.00	303.00
6001, 6003 Executive Blvd	51.59	60.61	N/A	N/A	51.22	52.02	79.13	--	--	--

**Appendix 17 - continued
North Bethesda Parking Inventory**

6009, 6011 Executive Blvd	N/A	N/A	N/A	N/A	78.07	--	--	--	--	--
6009, 6011, 6015 Executive Blvd	53.44	50.61	N/A	N/A		63.39	--	--	--	--
6001, 6003, 6009, 6011 Executive Blvd	--	--	--	--	--	--	--	90.00	72.00	1222.00
6100 Executive Blvd	62.48	51.55	54.69	51.39	57.40	57.69	57.66	94.56	64.00	555.00
6110 Executive Blvd	65.70	65.55	72.19	51.39	65.86	79.07	61.76	67.76	65.00	578.00
6111 Executive Blvd	37.82	47.06	0.83				33.63	70.00	45.00	113.00
6116 Executive Blvd	56.05	68.85	63.42		55.96		73.11		82.00	688.00
6120 & 6130 Executive Blvd	67.88	77.30	85.49	94.29	76.65	82.11	90.84	87.80	74.00	1125.00
6115-6265 Executive Blvd and 2101 East Jefferson	29.52	80.65	87.69	61.62	70.45	--	--	--	--	--
White Flint Mall	33.66	32.88	45.92	--	--	--	--	--	--	--

Data not included for locations where permission was not provided for access to the facility to do the utilization study.

Appendix 18
Average Weekday Ridership Maryland Red Line Stations FY06

STATION		AM	MID	PM	EVN	TOTAL
BETHESDA	ENTRY	3,431	2,006	3,660	1,431	10,530
	EXIT	3,109	1,979	3,801	1,891	10,782
FOREST GLEN	ENTRY	1,523	326	231	87	2,170
	EXIT	119	205	1,204	501	2,030
FRIENDSHIP HEIGHTS-NORTH	ENTRY	2,797	1,853	2,317	949	7,918
	EXIT	1,773	1,606	3,071	1,240	7,692
FRIENDSHIP HEIGHTS-SOUTH	ENTRY	533	422	589	308	1,853
	EXIT	408	509	820	336	2,076
FRIENDSHIP HEIGHTS	ENTRY	3,330	2,275	2,906	1,257	9,771
	EXIT	2,181	2,115	3,891	1,576	9,768
GLENMONT	ENTRY	4,326	855	524	237	5,944
	EXIT	253	578	3,484	1,423	5,740
GROSVENOR	ENTRY	3,628	895	788	266	5,578
	EXIT	394	532	2,890	1,450	5,267
MEDICAL CENTER	ENTRY	1,075	851	2,591	581	5,100
	EXIT	2,678	1,064	926	364	5,033
ROCKVILLE	ENTRY	2,393	807	912	252	4,365
	EXIT	776	637	2,139	803	4,356
SHADY GROVE	ENTRY	10,051	1,951	1,470	420	13,894
	EXIT	979	1,354	8,281	3,118	13,733

Appendix 18 - continued
Average Weekday Ridership Maryland Red Line Stations FY06

SILVER SPRING-SOUTH	ENTRY	4,624	2,088	2,500	993	10,207
	EXIT	1,845	1,651	4,581	2,097	10,176
SILVER SPRING-NORTH	ENTRY	1,962	738	896	228	3,825
	EXIT	906	634	1,591	804	3,937
SILVER SPRING	ENTRY	6,586	2,826	3,396	1,221	14,032
	EXIT	2,751	2,285	6,172	2,901	14,113
TWINBROOK	ENTRY	2,495	857	1,127	283	4,763
	EXIT	914	629	2,066	1,055	4,666
WHEATON	ENTRY	2,615	919	847	506	4,887
	EXIT	418	802	2,516	1,089	4,827
WHITE FLINT	ENTRY	1,231	664	1,454	364	3,714
	EXIT	1,342	590	1,216	562	3,712

Appendix 19
Average Weekday Ridership Maryland Red Line Stations FY07

STATION		AM	MID	PM	EVN	TOTAL
BETHESDA	ENTRY	3,402	2,040	3,802	1,493	10,738
	EXIT	3,296	2,071	3,822	1,855	11,047
FOREST GLEN	ENTRY	1,599	358	248	95	2,302
	EXIT	121	220	1,263	547	2,153
FRIENDSHIP HEIGHTS-NORTH	ENTRY	2,738	1,765	2,336	934	7,775
	EXIT	1,834	1,583	2,957	1,247	7,622
FRIENDSHIP HEIGHTS-SOUTH	ENTRY	513	438	646	339	1,938
	EXIT	425	552	830	338	2,146
FRIENDSHIP HEIGHTS	ENTRY	3,251	2,203	2,982	1,273	9,713
	EXIT	2,259	2,135	3,787	1,585	9,768
GLENMONT	ENTRY	4,472	847	542	234	6,096
	EXIT	259	591	3,581	1,461	5,893
GROSVENOR	ENTRY	3,671	925	764	280	5,642
	EXIT	382	558	2,963	1,441	5,347
MEDICAL CENTER	ENTRY	1,122	883	2,681	568	5,256
	EXIT	2,811	1,055	948	371	5,186
ROCKVILLE	ENTRY	2,459	861	961	290	4,572
	EXIT	767	689	2,213	874	4,544

Appendix 19 - continued
Average Weekday Ridership Maryland Red Line Stations FY07

SHADY GROVE	ENTRY	10,627	1,931	1,432	447	14,439
	EXIT	970	1,429	8,593	3,297	14,290
SILVER SPRING-SOUTH	ENTRY	4,770	2,227	2,683	1,158	10,839
	EXIT	1,882	1,684	4,819	2,381	10,767
SILVER SPRING-NORTH	ENTRY	2,005	746	927	259	3,938
	EXIT	913	635	1,599	839	3,987
SILVER SPRING	ENTRY	6,775	2,973	3,610	1,417	14,777
	EXIT	2,795	2,319	6,418	3,220	14,754
TWINBROOK	ENTRY	2,494	930	1,078	302	4,805
	EXIT	847	684	2,098	1,105	4,735
WHEATON	ENTRY	2,468	953	889	562	4,874
	EXIT	413	843	2,464	1,090	4,812
WHITE FLINT	ENTRY	1,452	722	1,480	354	4,010
	EXIT	1,430	623	1,319	648	4,022

Appendix 20
Average Weekday Ridership Maryland Red Line Stations FY08

STATION		AM	MID	PM	EVN	TOTAL
BETHESDA	ENTRY	3,477	2,111	3,835	1,544	10,968
	EXIT	3,156	2,141	3,910	2,026	11,234
FOREST GLEN	ENTRY	1,646	375	281	105	2,409
	EXIT	135	233	1,296	588	2,254
FRIENDSHIP HEIGHTS-NORTH	ENTRY	2,767	1,939	2,439	1,101	8,248
	EXIT	1,848	1,677	3,090	1,372	7,989
FRIENDSHIP HEIGHTS-SOUTH	ENTRY	541	431	609	359	1,941
	EXIT	410	544	846	374	2,174
FRIENDSHIP HEIGHTS	ENTRY	3,308	2,370	3,048	1,460	10,189
	EXIT	2,258	2,221	3,936	1,746	10,163
GLENMONT	ENTRY	4,382	895	579	259	6,117
	EXIT	312	612	3,404	1,529	5,859
GROSVENOR	ENTRY	3,723	980	824	289	5,817
	EXIT	357	587	2,977	1,566	5,489
MEDICAL CENTER	ENTRY	1,062	876	2,808	597	5,346
	EXIT	2,916	1,121	930	345	5,313
ROCKVILLE	ENTRY	2,543	911	958	323	4,736
	EXIT	719	715	2,299	969	4,702

**Appendix 20 - continued
Average Weekday Ridership Maryland Red Line Stations FY08**

SHADY GROVE	ENTRY	10,319	2,071	1,520	478	14,390
	EXIT	924	1,467	8,486	3,379	14,257
SILVER SPRING-SOUTH	ENTRY	4,882	2,300	2,729	1,257	11,169
	EXIT	1,878	1,750	4,918	2,546	11,093
SILVER SPRING-NORTH	ENTRY	1,983	810	934	258	3,986
	EXIT	904	655	1,611	878	4,050
SILVER SPRING	ENTRY	6,865	3,110	3,663	1,515	15,155
	EXIT	2,782	2,405	6,529	3,424	15,143
TWINBROOK	ENTRY	2,479	955	1,177	330	4,943
	EXIT	882	675	2,101	1,163	4,823
WHEATON	ENTRY	2,415	954	844	540	4,754
	EXIT	386	829	2,310	1,105	4,631
WHITE FLINT	ENTRY	1,413	757	1,541	385	4,097
	EXIT	1,378	646	1,361	662	4,049

Appendix 21
Average Weekday Ridership Maryland Red Line Stations FY09

STATION		AM	MID	PM	EVN	TOTAL
BETHESDA	ENTRY	3,463	2,109	3,670	1,488	10,730
	EXIT	2,891	2,080	3,972	1,993	10,937
FOREST GLEN	ENTRY	1,736	380	289	107	2,514
	EXIT	145	250	1,375	611	2,382
FRIENDSHIP HEIGHTS-NORTH	ENTRY	2,814	1,840	2,302	986	7,944
	EXIT	1,659	1,600	3,073	1,323	7,657
FRIENDSHIP HEIGHTS-SOUTH	ENTRY	492	407	555	297	1,752
	EXIT	361	509	793	350	2,014
FRIENDSHIP HEIGHTS	ENTRY	3,306	2,247	2,857	1,283	9,696
	EXIT	2,020	2,109	3,866	1,673	9,671
GLENMONT	ENTRY	4,223	909	581	251	5,966
	EXIT	211	627	3,424	1,481	5,743
GROSVENOR	ENTRY	3,848	953	855	291	5,948
	EXIT	378	634	3,084	1,536	5,634
MEDICAL CENTER	ENTRY	1,197	980	2,869	579	5,627
	EXIT	3,149	1,120	926	350	5,547
ROCKVILLE	ENTRY	2,503	942	1,079	355	4,880
	EXIT	765	777	2,344	967	4,855

Appendix 21 - continued
Average Weekday Ridership Maryland Red Line Stations FY09

SHADY GROVE	ENTRY	10,116	2,056	1,474	459	14,107
	EXIT	856	1,423	8,373	3,254	13,908
SILVER SPRING-SOUTH	ENTRY	4,046	1,994	2,402	1,006	9,450
	EXIT	1,538	1,546	4,146	2,073	9,304
SILVER SPRING-NORTH	ENTRY	2,238	986	1,036	365	4,627
	EXIT	955	785	1,769	930	4,441
SILVER SPRING	ENTRY	6,284	2,980	3,438	1,371	14,077
	EXIT	2,493	2,331	5,915	3,003	13,745
TWINBROOK	ENTRY	2,328	936	1,074	289	4,628
	EXIT	813	649	2,027	1,070	4,560
WHEATON	ENTRY	2,383	987	791	490	4,653
	EXIT	368	798	2,348	1,104	4,619
WHITE FLINT	ENTRY	1,486	809	1,441	358	4,096
	EXIT	1,230	651	1,460	717	4,060

Appendix 22
Average Weekday Ridership Maryland Red Line Stations FY10

STATION		AM	MID	PM	EVN	TOTAL
BETHESDA	ENTRY	3,444	2,137	3,575	1,448	10,605
	EXIT	2,817	2,054	3,860	2,015	10,746
FOREST GLEN	ENTRY	1,646	345	279	94	2,366
	EXIT	143	233	1,296	578	2,251
FRIENDSHIP HEIGHTS-NORTH	ENTRY	2,921	1,875	2,318	1,015	8,129
	EXIT	1,604	1,590	3,199	1,359	7,753
FRIENDSHIP HEIGHTS-SOUTH	ENTRY	481	393	522	277	1,675
	EXIT	340	498	752	337	1,929
FRIENDSHIP HEIGHTS	ENTRY	3,402	2,268	2,840	1,292	9,804
	EXIT	1,944	2,088	3,951	1,696	9,682
GLENMONT	ENTRY	4,182	919	524	231	5,857
	EXIT	216	578	3,376	1,452	5,623
GROSVENOR	ENTRY	3,843	918	788	292	5,843
	EXIT	319	609	3,059	1,473	5,462
MEDICAL CENTER	ENTRY	1,039	984	2,967	582	5,574
	EXIT	3,130	1,208	895	336	5,570
ROCKVILLE	ENTRY	2,524	966	1,067	369	4,927
	EXIT	786	770	2,325	992	4,874

Appendix 22 - continued
Average Weekday Ridership Maryland Red Line Stations FY10

SHADY GROVE	ENTRY	10,037	2,108	1,380	419	13,945
	EXIT	815	1,378	8,172	3,264	13,631
SILVER SPRING-SOUTH	ENTRY	3,702	1,882	2,317	905	8,808
	EXIT	1,449	1,388	3,791	1,896	8,526
SILVER SPRING-NORTH	ENTRY	2,289	984	1,002	336	4,613
	EXIT	917	785	1,836	972	4,512
SILVER SPRING	ENTRY	5,991	2,866	3,319	1,241	13,421
	EXIT	2,366	2,173	5,627	2,868	13,038
TWINBROOK	ENTRY	2,325	907	1,074	279	4,587
	EXIT	814	644	2,039	1,018	4,516
WHEATON	ENTRY	2,353	923	782	485	4,543
	EXIT	352	775	2,188	1,086	4,403
WHITE FLINT	ENTRY	1,628	807	1,446	327	4,210
	EXIT	1,233	627	1,535	732	4,129

Appendix 23
Average Weekday Ridership Maryland Red Line Stations FY11

STATION		AM	MID	PM	EVN	TOTAL
BETHESDA	ENTRY	3,400	2,137	3,663	1,564	10,765
	EXIT	3,089	2,077	3,845	1,922	10,932
FOREST GLEN	ENTRY	1,634	362	267	102	2,365
	EXIT	176	226	1,274	578	2,255
FRIENDSHIP HEIGHTS-NORTH	ENTRY	2,954	1,913	2,281	1,080	8,227
	EXIT	1,595	1,656	3,238	1,417	7,906
FRIENDSHIP HEIGHTS-SOUTH	ENTRY	493	401	543	292	1,730
	EXIT	382	503	775	339	1,999
FRIENDSHIP HEIGHTS	ENTRY	3,447	2,314	2,824	1,372	9,957
	EXIT	1,977	2,159	4,013	1,756	9,904
GLENMONT	ENTRY	4,133	951	530	236	5,850
	EXIT	328	545	3,333	1,378	5,583
GROSVENOR	ENTRY	3,890	935	776	275	5,876
	EXIT	435	563	3,095	1,455	5,550
MEDICAL CENTER	ENTRY	997	976	3,250	643	5,866
	EXIT	3,421	1,249	864	324	5,858
ROCKVILLE	ENTRY	2,446	988	1,010	368	4,812
	EXIT	810	770	2,280	953	4,813

Appendix 23 - continued
Average Weekday Ridership Maryland Red Line Stations FY11

SHADY GROVE	ENTRY	9,927	2,197	1,297	435	13,856
	EXIT	979	1,396	8,071	3,147	13,593
SILVER SPRING-SOUTH	ENTRY	3,610	1,833	2,238	921	8,602
	EXIT	1,583	1,402	3,645	1,789	8,418
SILVER SPRING-NORTH	ENTRY	2,484	1,004	1,014	366	4,869
	EXIT	967	744	1,863	1,047	4,621
SILVER SPRING	ENTRY	6,095	2,837	3,252	1,287	13,470
	EXIT	2,550	2,146	5,508	2,835	13,039
TWINBROOK	ENTRY	2,385	968	1,078	342	4,773
	EXIT	851	663	2,067	1,083	4,664
WHEATON	ENTRY	2,310	972	741	448	4,472
	EXIT	412	716	2,159	1,064	4,352
WHITE FLINT	ENTRY	1,679	844	1,365	377	4,266
	EXIT	1,212	648	1,549	800	4,208

Appendix 24
Average Weekday Ridership Maryland Red Line Stations FY12

STATION		AM	MID	PM	EVN	TOTAL
BETHESDA	ENTRY	3,375	2,180	3,783	1,551	10,888
	EXIT	3,128	2,121	3,785	1,878	10,913
FOREST GLEN	ENTRY	1,654	384	304	106	2,448
	EXIT	205	237	1,308	589	2,340
FRIENDSHIP HEIGHTS-NORTH	ENTRY	2,882	1,849	2,270	1,013	8,014
	EXIT	1,598	1,620	3,069	1,358	7,645
FRIENDSHIP HEIGHTS-SOUTH	ENTRY	471	388	529	268	1,657
	EXIT	370	472	750	315	1,907
FRIENDSHIP HEIGHTS	ENTRY	3,353	2,238	2,799	1,281	9,671
	EXIT	1,968	2,092	3,819	1,674	9,552
GLENMONT	ENTRY	4,341	1,027	583	238	6,190
	EXIT	362	589	3,487	1,494	5,931
GROSVENOR	ENTRY	3,823	957	811	272	5,862
	EXIT	439	522	3,045	1,544	5,549
MEDICAL CENTER	ENTRY	925	989	3,411	685	6,010
	EXIT	3,504	1,293	820	333	5,949
ROCKVILLE	ENTRY	2,409	990	1,050	385	4,834
	EXIT	859	765	2,251	928	4,803

Appendix 24 - continued
Average Weekday Ridership Maryland Red Line Stations FY12

SHADY GROVE	ENTRY	9,689	2,248	1,494	440	13,870
	EXIT	1,076	1,374	7,871	3,145	13,466
SILVER SPRING-SOUTH	ENTRY	3,647	1,836	2,229	885	8,598
	EXIT	1,543	1,367	3,643	1,820	8,372
SILVER SPRING-NORTH	ENTRY	2,515	1,057	1,090	362	5,024
	EXIT	1,029	778	1,902	1,068	4,776
SILVER SPRING	ENTRY	6,162	2,893	3,319	1,247	13,621
	EXIT	2,571	2,145	5,545	2,888	13,148
TWINBROOK	ENTRY	2,302	968	1,044	318	4,632
	EXIT	819	637	1,961	1,069	4,486
WHEATON	ENTRY	2,184	960	773	456	4,374
	EXIT	449	739	2,098	992	4,277
WHITE FLINT	ENTRY	1,628	826	1,345	352	4,151
	EXIT	1,159	624	1,492	758	4,033

Appendix 25
Average Weekday Ridership Ride On Routes (N. Bethesda) FY03–FY12

Route	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
5	1,930	1,876	2,070	2,091	2,184	2,283	2,156	2,089	2,138	2,055
6	414	441	397	365	389	419	381	295	261	281
10	1,887	1,815	2,002	2,035	2,174	2,431	2,299	2,234	2,205	2,213
26	2,704	2,696	2,990	3,199	3,291	3,394	3,453	3,320	3,264	3,166
37	209	227	215	190	179	219	225	227	250	274
38	1,268	1,367	1,334	1,353	1,442	1,536	1,590	1,429	1,399	1,390
42/34	704	743	799	717	779	861	2,870	2,716	2,751	2,626
45	817	872	966	1,029	1,030	1,044	1,059	1,195	1,069	1,007
44	196	203	195	179	183	158	154	164	141	142
46	3,123	3,099	3,714	3,917	3,892	4,280	4,146	4,034	3,942	4,142
47	1,069	1,268	1,367	1,483	1,558	1,742	1,774	1,732	1,663	1,568
81	153	180	211	207	220	229	206	208	215	220
93	230	205	176	169	162	158	161	133	62	46
96	473	620	685	681	661	672	664	594	590	613

Note: Route 42 was combined with Route 34 in May 2008

Appendix 26
Average Weekday Ridership Metrobus Routes (N. Bethesda) FY05 – FY12

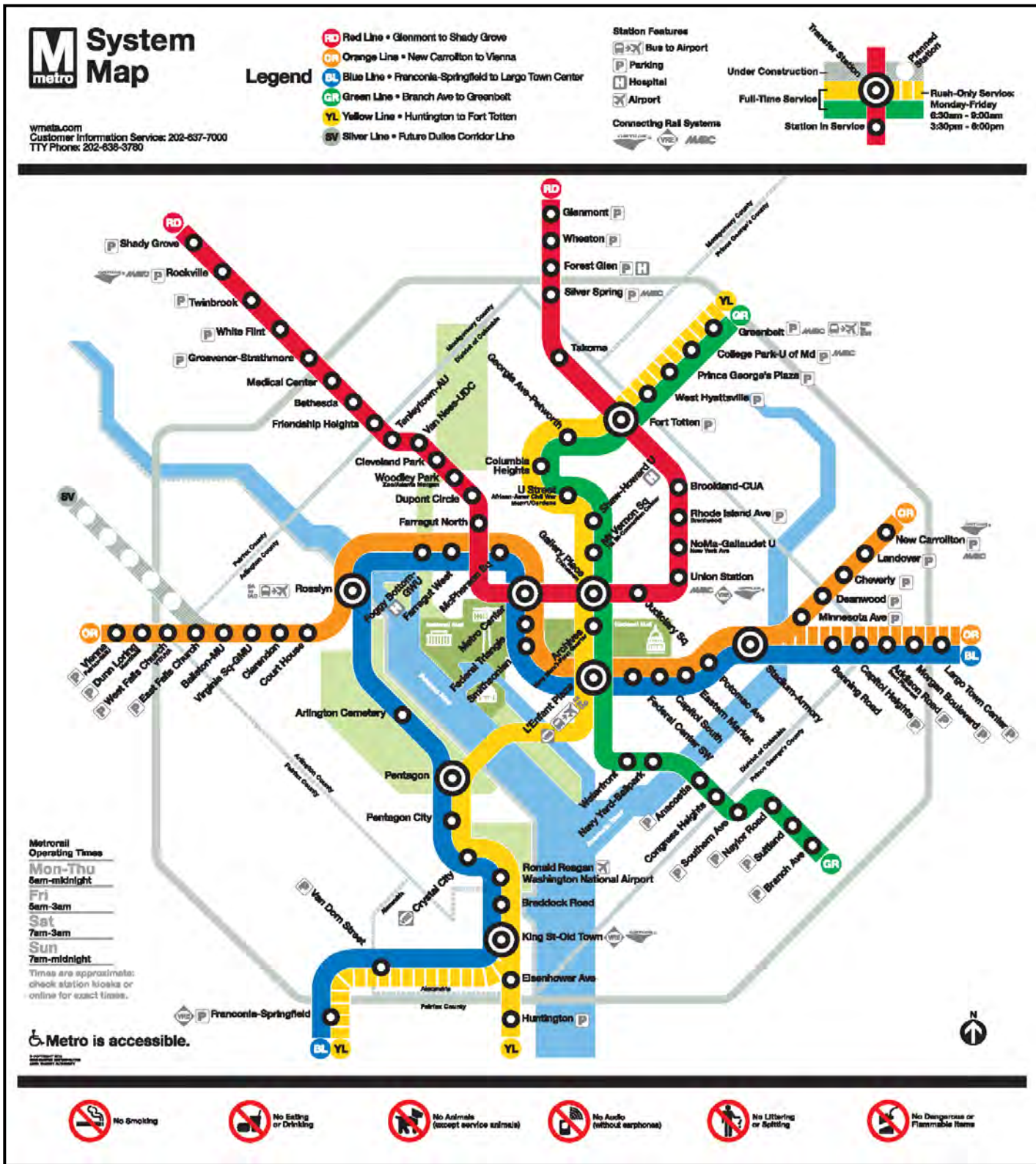
Route	Sept 2004	May 2005	May 2006	May 2007	May 2008	May 2009	May 2010	May 2011	May 2012
C4	6,894	7,558	7,603	7,992	8,253	7,181	6,820	7,208	7,315
C8	1,821	1,474	1,989	2,121	1,788	1,916	2,539	2,447	2,500
J2	4,211	4,360	4,392	4,604	4,618	3,671	3,463	4,401	4,187
J3	758	767	684	806	785	1,055	993	1,181	1,337
J5	330	463	392	522	410	328	280	305	356

*

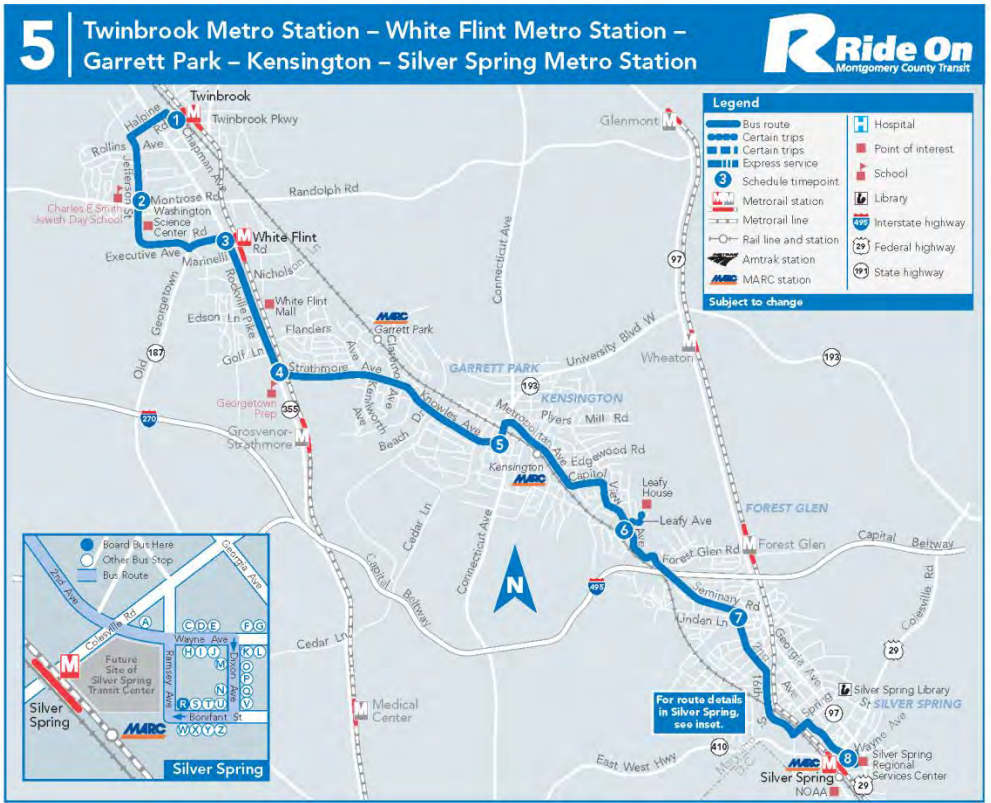
Appendix 27
Commuter Bus Ridership Route 991 FY03–FY12

	Daily Trips	Total Riders	Average Weekday Riders
FY 2003	20	131,942	517
FY 2004	20	151,392	591
FY 2005	20	161,688	637
FY 2006	24	190,531	756
FY 2007	28	231,637	932
FY 2008	28	270,437	1,076
FY 2009	33	313,447	1,265
FY 2010	33	306,761	1,254
FY 2011	35	326,559	1,311
FY 2012	35	349,636	1,399

Appendix 28 Metrorail Map

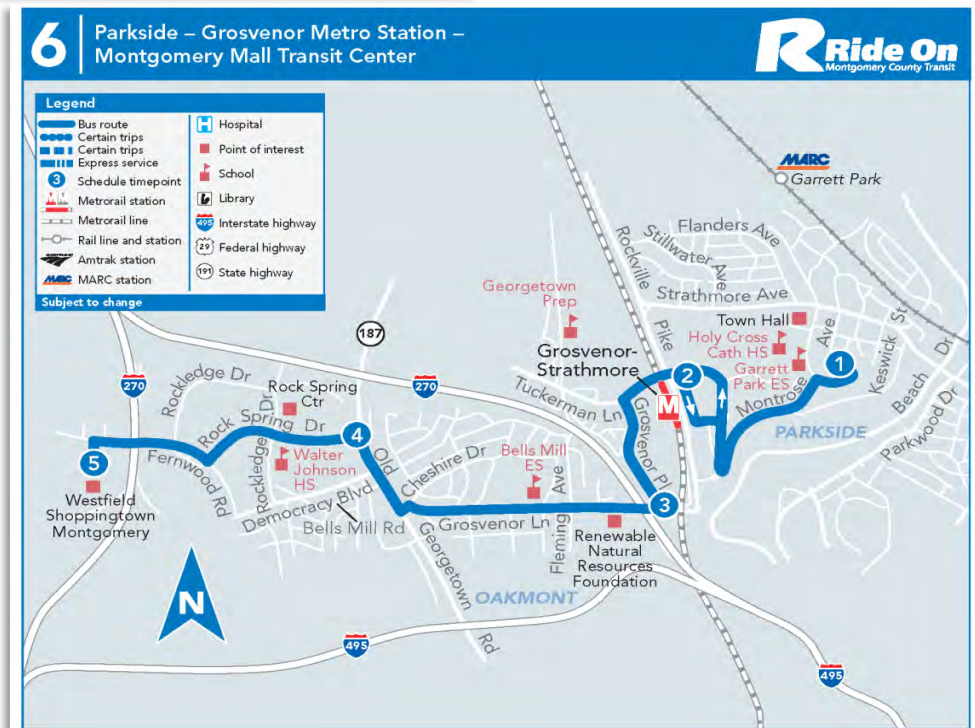


Appendix 29 Ride On Routes Serving North Bethesda



Ride On Route 5
Operates between Twinbrook Metro Station, Halpine Road (Congressional Plaza), Jefferson Street, Executive Boulevard, White Flint Metro Station/White Flint Mall, Strathmore Avenue, Kensington, Metropolitan Avenue, Capitol View Avenue, 16th Street and Silver Spring Metro Station

Ride On Route 6
Operates between Grosvenor Metro Station, Parkside, Tuckerman Lane, Rock Spring Park and Montgomery Mall Transit Center



10 Twinbrook Metro Station – Parklawn Dr – Randolph Rd – Glenmont Station – Randolph Rd – Old Columbia Pike – Stewart Ln – White Oak Center – New Hampshire Ave – Hillandale



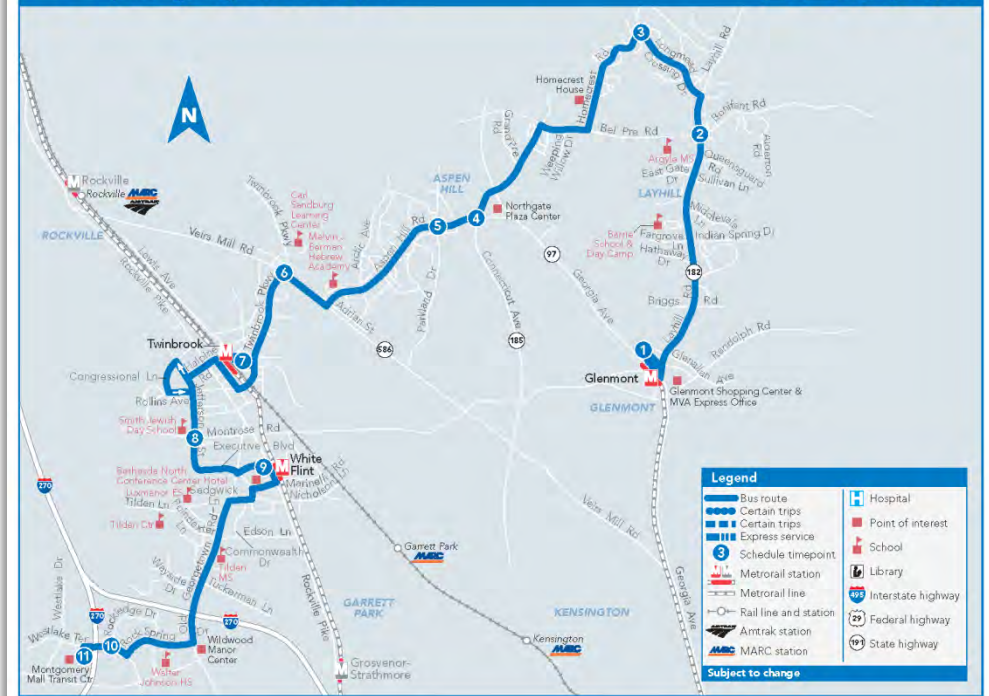
Ride On Route 10

Operates between Twinbrook Metro Station, Parklawn Drive (USHHS), Randolph Road, Glenmont Metro Station, White Oak, and Hillandale (New Hampshire Avenue at Powder Mill Road)

Ride On Route 26

Operates between Glenmont Metro Station, Layhill Road, Longmead Crossing Drive, Homecrest Road, Aspen Hill Road, Veirs Mill Road, Twinbrook Parkway, Twinbrook Metro Station, White Flint Metro Station, Old Georgetown Road, Rock Spring Park and Montgomery Mall

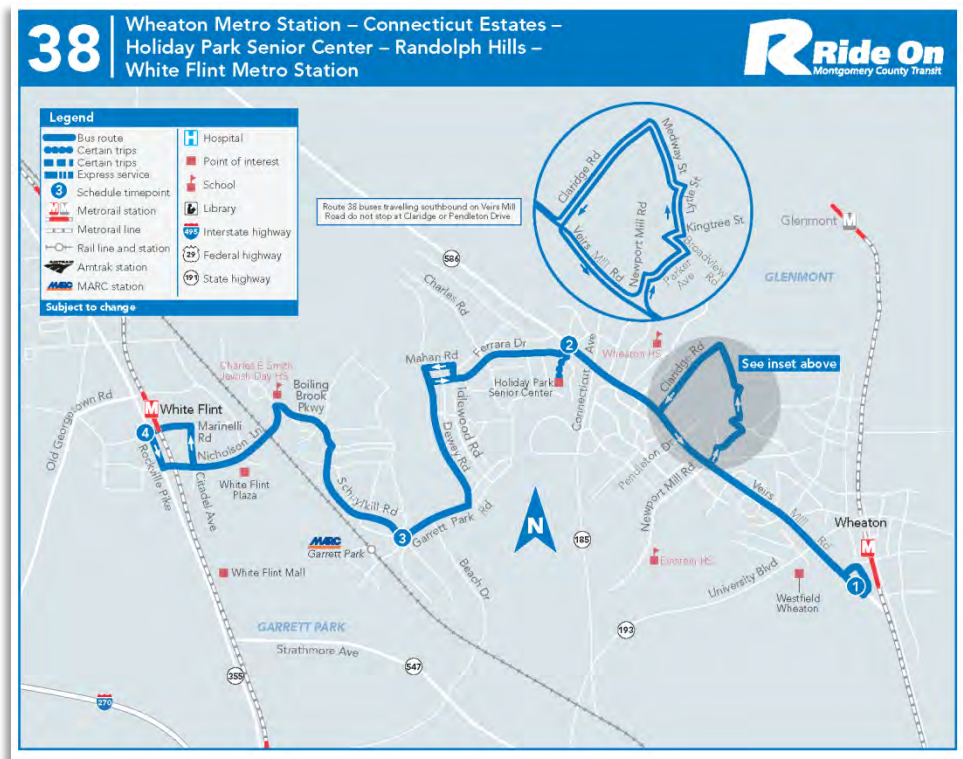
26 Glenmont Metro Station – Aspen Hill – Wheaton Woods – Twinbrook Metro Station – White Flint Metro Station – Montgomery Mall Transit Center

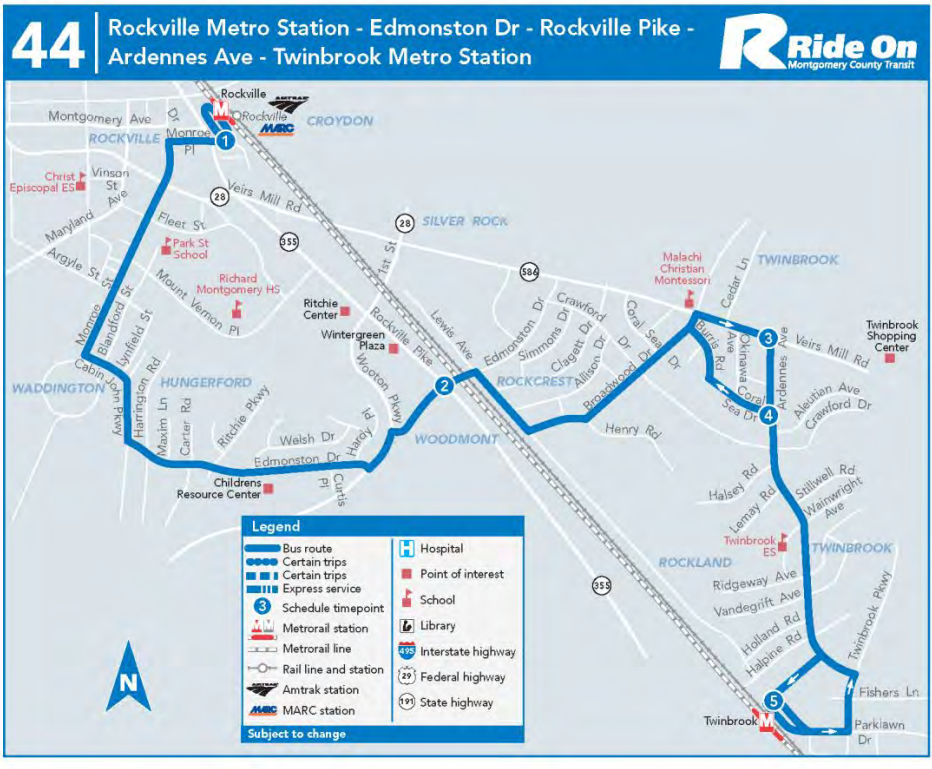




Ride On Route 37
Operates between Wheaton Metro Station, Plyers Mill Road, Knowles Avenue, Strathmore Avenue, Grosvenor Metro Station, Tuckerman Lane, Glen Road, Bedfordshire Avenue, Broadgreen Drive, Eldwick Road, and Potomac Community Center

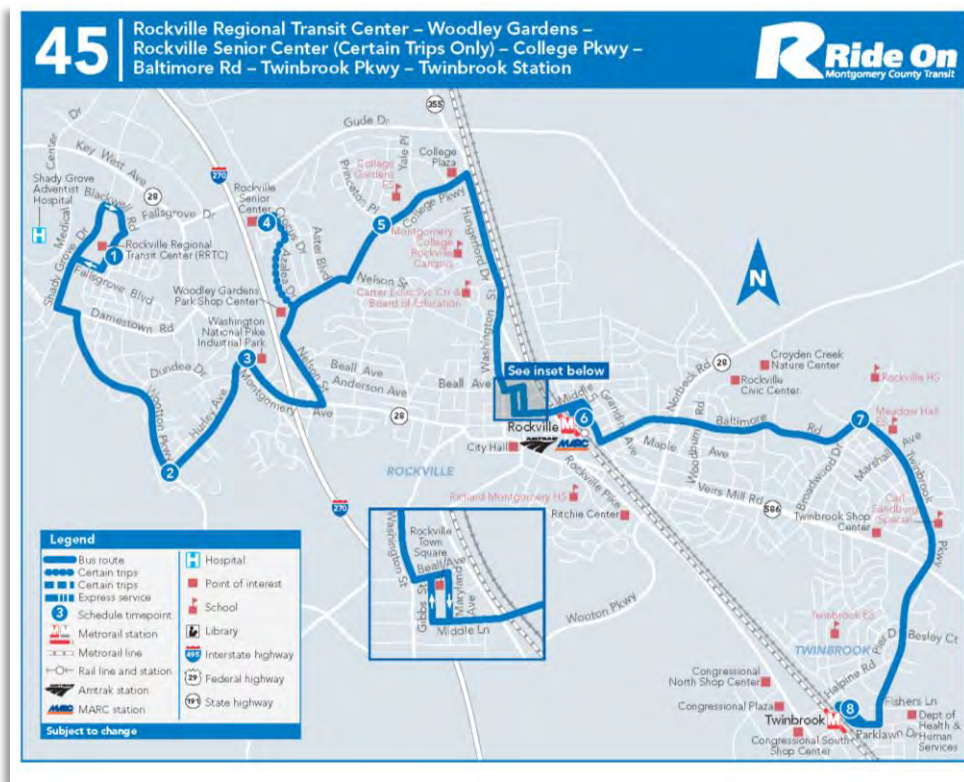
Ride On Route 38
Operates between Wheaton Metro Station, Veirs Mill Road, Claridge Road, Ferrara Drive-Holiday Park, Garrett Park Road, Schuykill Road, Nicholson Lane, and White Flint Metro Station





Ride On Route 44
Operates between Twinbrook Metro Station, Ardennes Avenue, Coral Sea Avenue, Broadwood Drive, Lewis Avenue, Edmonston Drive, Monroe Street, and Rockville Metro Station

Ride On Route 45
Operates between Twinbrook Metro Station, Twinbrook Parkway, Baltimore Road, Stonestreet Avenue, Rockville Metro Station, Middle Lane, N. Washington Street, Hungerford Drive, College Parkway, Nelson and Azalea, and Rockville Regional Transit Center (Falls Grove)





Ride On Route 46
Operates between Shady Grove Station (limited), Montgomery College-Rockville, Hungerford Drive, N. Washington Street, Jefferson Street, Monroe Street-County Office Building, Rockville Metro Station, Rockville Pike, Twinbrook Metro Station, White Flint Metro Station, Grosvenor Metro Station, Naval Medical Center, and NIH-Medical Center

Ride On Route 47
Operates between Rockville Metro Station, Monroe Street, Maryland Avenue, Great Falls Road, Falls Road, Wootton Parkway, Seven Locks Road, Democracy Boulevard, Westfield Montgomery Mall, Fernwood Road, Greentree Road, Old Georgetown Road, and Bethesda Metro Station



81

Rockville Metro Station – Wootton Pkwy –
Tower Oaks Blvd – Montrose Rd –
Executive Blvd – White Flint Metro Station



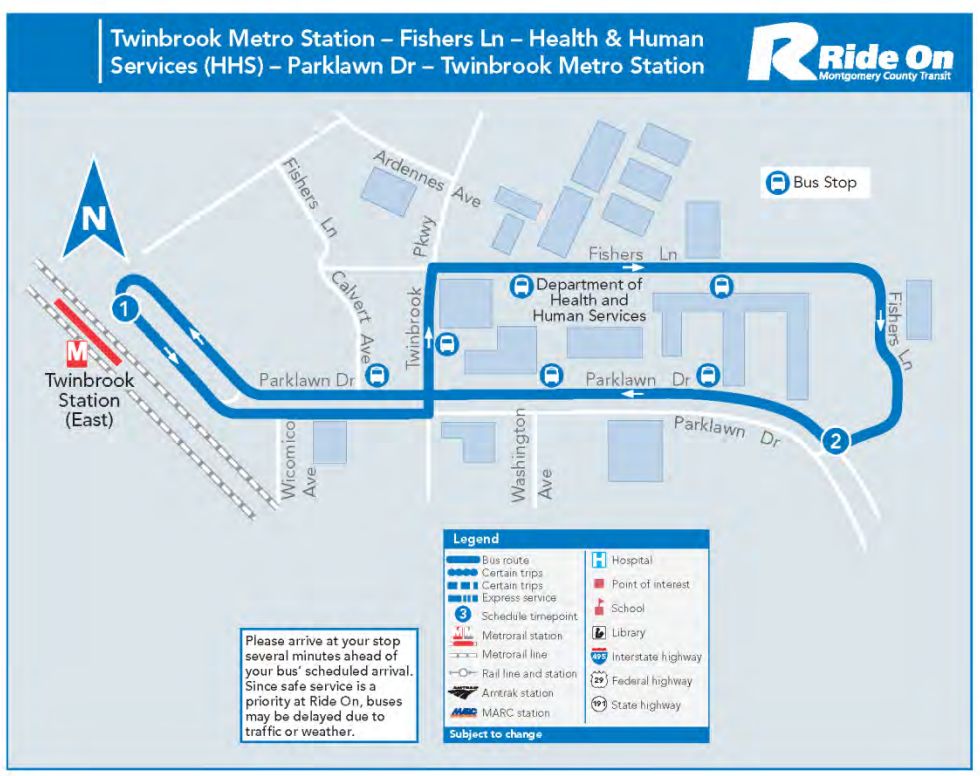
Legend

Bus route	Hospital
Certain trips	Point of interest
Certain service	School
Express service	Library
Schedule timepoint	Interstate highway
Metrorail station	Federal highway
Metrorail line	State highway
Rail line and station	
Amtrak station	
MARC station	

Subject to change

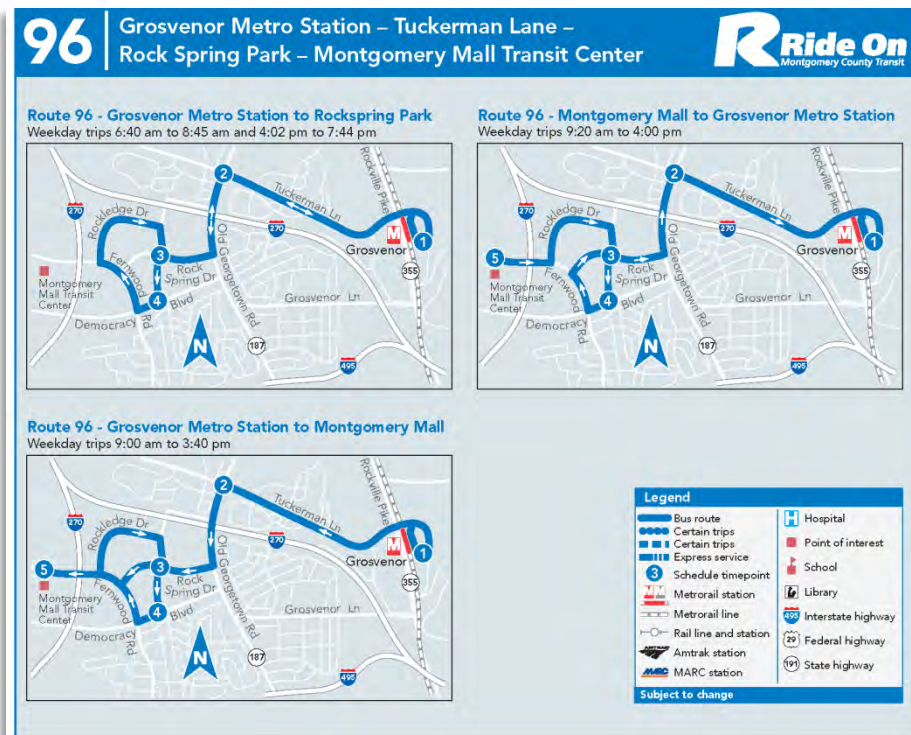


Ride On Route 81
Operates between
Rockville Metro Station,
Rockville Pike,
Wootton Parkway,
Tower Bldg-The Preserve,
Montrose Road,
Executive Boulevard, and
White Flint Metro Station



Ride On Route 93
Operates between Twinbrook Metro Station, Twinbrook Parkway, and Fishers Lane

Ride On Route 96
Operates between Grosvenor Metro Station, Tuckerman Lane, Rock Spring Park, and Westfield Montgomery Mall (Mid-day Only)



Appendix 30 Metrobus Routes Serving North Bethesda

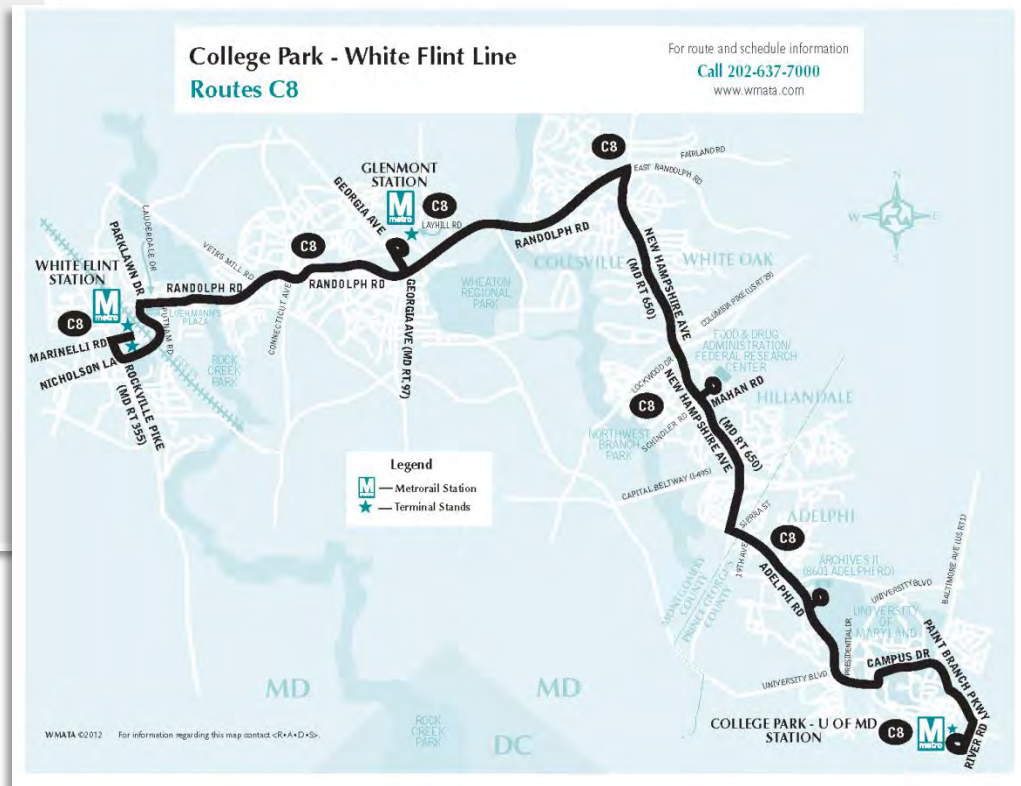


Metrobus Route C4

Operates between Prince George's Plaza Metro Station, Langley Park, Four Corners, Wheaton Metro Station, Parklawn Building, and Twinbrook Metro Station

Metrobus Route C8

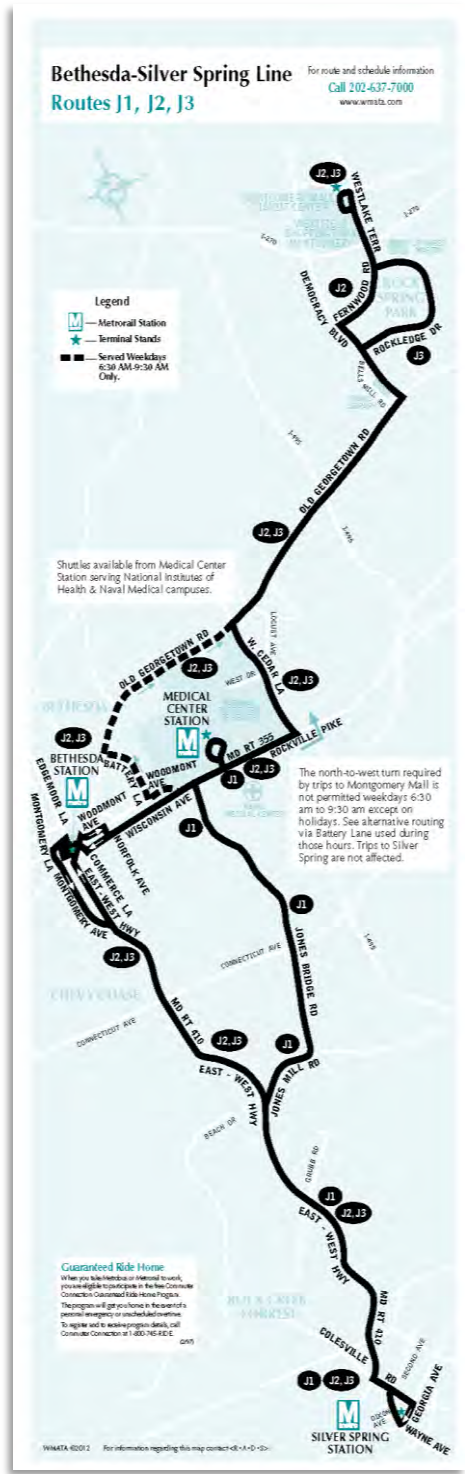
Operates between White Flint Metro Station, Randolph Road, Glenmont Metro Station, Colesville, White Oak, Food & Drug Administration/Federal Research Center, Hillandale, Adelphi, Archives II and University of Maryland College Park-U of MD Metro Station





Metrobus Route J5

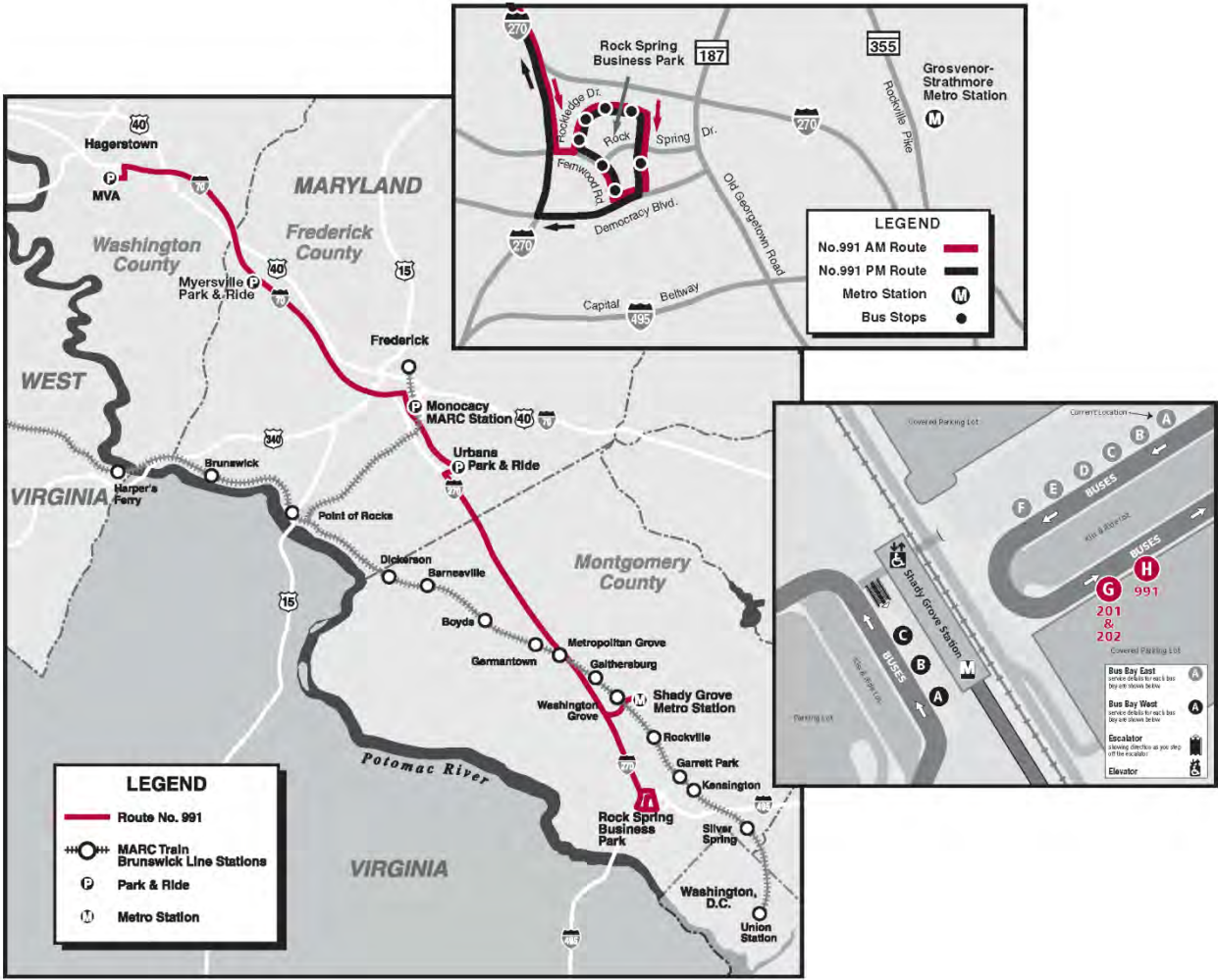
Operates between Silver Spring Metro Station, Grosvenor/Strathmore Metro Station, White Flint Mall, Parklawn Building and Twinbrook Metro Station



Metrobus Routes J2 & J3

Operates between Montgomery Mall Transit Center, Westfield Montgomery, Rock Spring Park, NIH, Medical Center Metro Station, Naval Medical, Bethesda Metro Station, Rock Creek Forest and Silver Spring Metro Station

Appendix 31 Commuter Bus Route Serving North Bethesda



Commuter Bus Route 991
Express Service via I-70 and I-270 to
Hagerstown MVA, Myersville Park and Ride, Monocacy MARC Station,
Urbana Park and Ride, Shady Grove Metro Station and Rock Spring
Business Park

Appendix 32 Legislation Creating North Bethesda TMD

Attachment C

COUNCIL RESOLUTION 13-319

Resolution No. 13-319
Introduced: October 31, 1995
Adopted: October 31, 1995

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: County Executive and County Council

Subject: Establishment of a Transportation Management District in North Bethesda with the Authority Given to Charge a Transportation Management Fee on New or Existing Development

Background

1. On July 1, 1992, the Director of the Department of Transportation established the North Bethesda Transportation Management District (TMD) Task Force to examine options to establish the North Bethesda TMD. This group included representatives of the Executive Branch, the Council, Maryland-National Capital Park and Planning Commission, the Transportation Action Partnership, Inc. (TAP), the Keep Montgomery County Moving Committee, and other business and Chamber of Commerce leaders.
2. On November 15, 1993, County Council enacted Bill No. 32-93, Transportation Management - Metro Station Areas. (Montgomery County Code, 1994 as amended, sections 42A - 20 through 30). This ordinance was patterned after the Silver Spring Transportation System Management District (SSTSMO) (as defined in Montgomery County Code, 1994 as amended, sections 42A - 10 through 20). It allowed flexibility in terms of establishing boundaries to include Metro station planning areas, appointing advisory committees, reporting annual performance of TMDs, and financing of TMD activities.
3. In Bill No. 32-93, the Council stated that new development is important to stimulate the local economy and that focusing new development in highly transit serviceable areas is a County land use and economic development objective. Transportation demand management will help provide sufficient transportation capacity, reduce the demand for roads, promote traffic safety and pedestrian access, and help reduce vehicular emissions, energy consumption, and noise levels. Transportation demand management will also equitably allocate responsibility for reducing single-occupancy vehicle trips among government, developers, employers, property owners, and the public.
4. The Task Force released its report in November 1993. After discussions and solicitation of comments from the business community, the residential community, and the TAP membership, its report was finalized in April 1994. Briefings on the report and its recommendations were held in May 1994 with the County Executive and Council.
5. Under Bill No. 32-93, a Transportation Management Organization (TMO) can be

**Appendix 32 - continued
Legislation Creating North Bethesda TMD**

Resolution No. 13-319

established to take actions towards achieving effective transportation demand management in a particular TMD. The TMO will:

- a. monitor and assess traffic patterns and pedestrian access and safety;
 - b. promote traffic and parking control measures;
 - c. provide or promote approved transportation-related capital projects;
 - d. promote or implement transit and ridesharing incentives;
 - e. promote cooperation between the County and other government agencies; and
 - f. create and implement cooperative County/private sector programs to increase ridesharing and transit use.
6. TAP, a not-for-profit organization, is the approved grantee to provide for the administration of the North Bethesda Transportation Management Organization pursuant to section 11B-42(d) of the Montgomery County Code, 1994 as amended. An advisory committee will be established by its Board of Directors as part of the organizational structure of TAP.
 7. The Department of Transportation will establish programs and policies in the North Bethesda TMD that will provide revenues to fund operation of the transportation management organization and the provision of other transportation services. Measures may include parking management programs, fees on new or existing developments, allocation of state or federal grant funds, etc. Monies from these revenue-generating endeavors will be designated for expenditure in the North Bethesda TMD.
 8. The Department of Transportation and the Montgomery County Planning Board jointly impose reasonable transportation demand management measures as conditions on the Board's approval of development in the North Bethesda TMD. These measures can include the requirement of traffic mitigation agreements in accordance with Chapter 42A of the Montgomery County Code, 1994 as amended.
 9. Certain employers located within the North Bethesda TMD may be required to submit traffic mitigation plans in Year Five of operation of the TMD. During the initial four years of the TMD, participation in these traffic mitigation plans will be voluntary. Traffic mitigation plans are subject to Chapter 42A of the Montgomery County Code, 1994 as amended.
 10. Annual monitoring of transportation demand management in the North Bethesda TMD will be required of the TMO. A biennial executive report must be submitted by the advisory committee of the TMO to the Director of the Department of Transportation by September 1 of each even-numbered year. The Director will transmit the report to the Executive and the Planning Board pursuant to provisions of section 42A-27 of the Montgomery County Code, 1994 as amended. The Director may recommend to the Executive corrective action if any peak period (the two hours of highest transportation use in the morning and evening) commuting goals set forth in the Annual Growth Policy are not met by Year Four after the establishment of the North Bethesda TMD.

Action

The County Council for Montgomery County, Maryland, approves the following resolution:

1. Pursuant to provisions of Chapter 42A of the Montgomery County Code, 1994 as amended, the North Bethesda Transportation Management District is established. Its boundaries include the Metro station policy areas of Grosvenor, Twinbrook and White Flint and surrounding areas served by the transportation network of these Metro station policy areas.

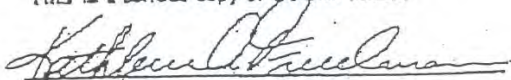
Appendix 32 - continued
Legislation Creating North Bethesda TMD

Resolution No. 13-319

Including Executive Boulevard, Rock Spring Park, and Montgomery Mall. Boundary lines are defined on Attachment A of this resolution.

2. Pursuant to section 42A-22(a)(2) of the Montgomery County Code, 1994 as amended, the Department of Transportation is authorized to charge the Transportation Management Fee to all applicants for subdivision or optional method development in the North Bethesda Transportation Management District, and each successor in interest, and to owners of existing commercial and multi-unit residential properties in the North Bethesda Transportation Management District.

This is a correct copy of Council action.


Kathleen A. Freedman, CMC
Secretary of the Council

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APPROVED AS TO FORM AND LEGALITY.
OFFICE OF COUNTY ATTORNEY
BY Christine White
DATE 6-30-95

Appendix 33 Glossary of Terms

AGP	Annual Growth Policy: A resolution adopted annually by the Montgomery County Council that contains guidelines for administration of the Adequate Public Facilities Ordinance for transportation and schools
AVO	Average Vehicle Occupancy: The number of persons commuting in a car or van divided by the number of vehicles
Cordon	A line (planning construct) surrounding the transportation management district used when determining the number of vehicles exiting the TMD
Commuter Connections	Commuter Connections is a Regionwide transportation information, outreach, and service network dedicated to easing the workday commute and reducing SOVs. It is supported by Maryland, the District, Virginia, and U. S. Department of Transportation with state and federal transportation funds.
Mode Choice	Commuting method including drive alone, carpool, vanpool, bike, walk, other work schedule (telework, compressed work week)
MWCOG	Metropolitan Washington Council of Governments
Non-Auto Driver Mode Share (NADMS)	Percent of commuters who are not drivers of single-occupant vehicles, carpools or vanpools
Peak Hour	The 60-minute period with the greatest number of arrivals in the TMD
Peak Period	Standard periods in the morning and evening where arrivals and departures are typically the highest. The A.M. Peak Period is 7:00 A.M. to 9:00 A.M. The P.M. Peak Period is 4:00 P.M. to 6:00 P.M.
SOV	Single-Occupant Vehicle: Refers to commuters that drive alone; TMD efforts are directed toward reducing the occurrence of single-occupant vehicle travel
TBC	Transportation Benefits Coordinator: An employer's liaison with TMD staff who implements a company's Traffic Mitigation Plan (TMP) and handles commuting issues in general
TDM	Transportation Demand Management: Effort/strategy to reduce demand for single-occupant vehicle travel by encouraging car/vanpooling, transit use, walking, biking, and teleworking
Telework	Business management tool where employees are permitted to complete their job tasks at home or at telework centers

<i>TMAg</i>	Traffic Mitigation Agreement: Specifies Transportation Demand Management (TDM) measures that the applicant or a responsible party must carry out. The measures must be calculated to ensure that public transportation will be adequate to meet commuting goals set in the Annual Growth Policy.
<i>TMD</i>	Transportation Management District: Specified geographic areas in Montgomery County with high levels of commercial development that have been identified for concentrated demand management services, including transit service and marketing and education efforts
<i>TMP</i>	Traffic Mitigation Plan: List of TDM strategies crafted by employers with the assistance of County/TMD staff; plans are designed to address employee commuting needs and help the TMD reach its overall commuting goals

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