

**FORT
COLLINS
MARCH
2006**

**TRANSPORTATION management association
FEASIBILITY STUDY**

The City of Fort Collins and the Colorado Department of Transportation

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Executive Summary

Community leaders from the City of Fort Collins in conjunction with the Colorado Department of Transportation teamed together to initiate a study to explore the feasibility of forming a Transportation Management Association (TMA) in the city. The TMA would bring public and private interests together to address transportation, access and mobility problems throughout the area as well as to address the increasing effects of current and future activity growth and vehicle use on both the quality of life and economic vitality of the area.

This study incorporated a variety of information gathering and analysis techniques to determine whether a TMA would serve the city of Fort Collins well. A number of community leaders and representatives of various employers participated in the project steering committee or were interviewed to better understand their transportation concerns and interest in a TMA type organization. Other large and mid-size employers were contacted and offered an opportunity to participate in an on-line employer survey exploring the same issues. Finally, analysis of existing transportation studies, census, and other demographic data was conducted.

Analysis of the data, survey results and interviews led to the recommendation that the development of a formal, traditional TMA is premature. Nevertheless, a number of key transportation issues emerged, and a TMA program could be developed and incorporated into an existing organization such as the Downtown Development Authority. In addition, it is anticipated that the existing SmartTrips program will lose its funding in the Fall of 2006. That may mean that a TMA program could be established to replace some services that SmartTrips currently provides. As the transportation and employment climate changes in Fort Collins in the future, a smaller program housed within an existing organization could accelerate the formation of a formal TMA in the future.

SECTION ONE: Introduction and Overview

The City of Fort Collins and the Colorado Department of Transportation teamed together to initiate a study to explore the feasibility of forming a Transportation Management Association (TMA) in the city. The TMA would bring public and private interests together to address transportation, access and mobility problems throughout the area as well as to address the increasing effects of current and future activity growth and vehicle use on both the quality of life and economic vitality of the area. As the area experiences population growth, transportation and parking concerns have increased and thus the City of Fort Collins and the Colorado Department of Transportation (CDOT) have begun to explore proactive ways of addressing current and future transportation challenges. A Transportation Management Association (TMA) is one way of addressing local transportation concerns.

What is a TMA?

Transportation Management Associations (TMAs) emerged around the world in the early 1980s as public-private partnerships designed to address traffic congestion, mobility and air quality problems in specific geographic areas. TMAs are designed to be flexible to meet the specific transportation challenges within a community and thus no two TMAs are exactly alike. Today, over 150 TMAs are in operation, primarily in the United States, Canada, Japan and the Netherlands. TMAs are generally structured as independent, non-profit organizations, funded by key stakeholder groups from the area (major employers, developers, property managers, educational institutions, government entities, etc.). Government entities often provide supplemental funding for TMAs, frequently as seed funding to support a TMAs first 1-3 years of operation. Representatives from each of the key stakeholder groups form a TMA steering committee, with an average staff of one to four people responsible for turning the goals of the TMA into action.

Depending on location and circumstances, the services typically provided by TMAs vary considerably. However, as their name suggests, TMAs are primarily engaged in developing, coordinating, and implementing “transportation management” activities. Transportation management strategies include a wide array of programs and policies designed to maximize the efficient utilization of existing transportation investments. Simply put, this means getting existing resources to work better – and can include things such as:

- Working with employers to develop commute programs enhancing the travel choices available to employees (and addressing recruitment/retention issues for employers).
- Working with public transit providers to maximize the use of existing (and future) services, and coordinating route or schedule alterations to better serve the area.
- Coordinating with state and local transportation agencies to improve traffic flow, including addressing traffic signal-timing and intersection improvements.

In addition to developing and coordinating transportation management strategies, a primary strength of TMAs is often their ability to bring a variety of stakeholders together to jointly address transportation challenges – and to give stakeholders a unified voice in advocating for enhanced transportation investments and coordination in their area. Other typical services include conducting ridesharing promotional events at employment sites, producing periodicals and brochures promoting alternative transportation, forming vanpools and carpools, managing parking resources, selling transit passes, promoting the use of bicycle facilities and much more.

Why Form a TMA?

The reasons for forming a TMA are largely based on the need to address traffic congestion and accessibility issues for a specific area. The potential for area-wide traffic congestion exists if stakeholders in the area are not proactive in developing programs that will help to avoid worsening congestion. The appeal of TMAs lies in their synergy between multiple organizations and individuals. Together they address and have a greater chance of accomplishing more than any one government agency, employer, developer or resident could accomplish alone. The need for a TMA stems from the realization that employers, developers, property managers, retailers and others have a tremendous influence over the commuting and traveling habits of employees, visitors and shoppers. The public sector organizations responsible for transportation in the area can provide increased transportation services, making travel options more available. The demand for these facilities and services, however, is largely determined by the hiring, work hours, travel, and operational policies set by the private sector.

SECTION TWO: TMA Feasibility Criteria

No two TMAs are exactly alike and the concept of a 'traditional' TMA seems to have disappeared. Furthermore, there is a very wide range of motivating factors to starting a TMA. Many of these factors are outlined below as evaluation criteria that need to be assessed before a new TMA is considered feasible. It is important to note that some evaluation criteria may not be important or relevant to a particular area and thus not every criterion needs to be met to ensure a TMAs success. Feasibility evaluation requirements fall into four key areas: Transportation Challenges, Regional Characteristics, Stakeholder Commitment, and Financial Sustainability. Each is further described and summarized below.

Transportation Challenges

The first key to a successful TMA is the existence of a well-defined transportation problem that a collaborative effort of the public and private sectors will address. The lack of a transportation challenge or the inability to gain consensus on that challenge is a primary weakness of emerging TMAs. A TMA will best succeed once a transportation challenge is clearly defined and realistic solutions and funding sources are adequate and available. One or more of the following challenges are likely to build TMA success:

- 1. Traffic Congestion:** Existing traffic congestion on roads or highways within and leading to the potential TMA service area is key motivation for TMA formation. Traffic congestion provides varying types of motivations to action among public sector entities, businesses, developers, property managers and individual travelers. Addressing these various motivations is an important strength and a key role for a TMA. Though there are quantitative measures of traffic congestion, qualitative assessments from those affected by congestion are very important as these perceptions can negatively impact area economic viability.
- 2. Access and Mobility:** The ability of employees, customers and suppliers to access local businesses and other destinations can be just as important as traffic congestion issues. Accessibility issues will fuel the investigation of transportation solutions. Regardless of the real or perceived severity of area traffic congestion, people must have easy access to local destinations. In addition, once in the area, people need convenient mobility, including midday movement. Another important consideration is the safe and efficient movement of emergency vehicle access.
- 3. Employer and Employee Recruitment and Retention:** Traffic congestion will often deter employers from locating to an area, and may also discourage many employees from working there. In addition, as transportation problems worsen, some employees may seek other employment opportunities. A TMA is uniquely suited to working with employers to address congestion, accessibility and mobility and can provide economic benefits to area businesses.
- 4. Other Transportation Issues:** There are other general transportation challenges that may be considered in a TMA feasibility assessment such as parking challenges, air quality, emergency preparedness, high residential population density, transit oriented developments (TOD) or recreational travel. Air quality concerns require localized solutions with both public and private sector cooperation, and in some cases transportation funding is contingent upon the resolution of air quality issues. Other issues such as off-peak or non-commuter travel congestion, high-density residential development and parking shortages all could potentially warrant the formation of a TMA. Finally, TODs have increased in importance and popularity, yet many TODs have been unsuccessful at reducing travel demand, an issue that a TMA would be uniquely suited to address.

Regional Characteristics

A TMA is designed to be flexible and to adapt to the specific needs of the area that it will serve. Thus, the geographic scope of a TMA varies with each organization. Across the nation, one-quarter of all TMAs offer services region-wide, one-quarter cover a single suburban activity center, and one-fifth serve a specific highway or transit corridor. The remaining TMAs serve downtown activity centers, single office buildings or residential communities. The primary regional characteristics that should be considered in determining TMA feasibility are listed below.

- 1. Major Mixed-Use Activity Center and/or Transportation Corridor:** Many TMAs are formed at major activity centers that have multiple land uses including commercial, retail, entertainment and residential. Typically these areas are a central business district, an urban redevelopment site or a suburban activity center. These areas often have the potential for TMA formation, especially when there is existing density and diversity of local land uses or when there are immediate plans to increase them. Some TMAs serve major highway or transit corridors that have a common set of issues or a cohesive sense of community along the length of the corridor. Often land uses are spread out along the corridor, with concentration at major interchanges, intersections or transit stations.
- 2. Distinct Geographic Area:** Since TMAs serve well defined and locally well known geographic areas or corridors, employers and commuters should be able to easily identify the service area. Higher chance of TMA success arises when the TMA service area is well defined, easily identifiable and commonly accepted.
- 3. Employment Base:** TMAs most often address the transportation needs and challenges in a geographic area with a large employment base. A high number of employees increases the potential for TMA participation and is a critical component to ensure that there is a market for TMA formation. Ideally, TMA formation is in a market of over 50,000 employees, over 1,500 employers and active developers and property managers. Smaller markets can also be effectively served in areas with high public and private sector motivation, areas experiencing rapid growth and areas with excellent economic development initiatives. Similarly, areas that have high potential for implementation and use of new access alternatives will contribute to a TMA's success.
- 4. Economic Development:** TMAs are most successful in areas where significant economic development is occurring now or in a built-out area with significant business activity. TMAs are not well suited to areas in economic decline unless access is the principle reason for the decline, nor are they well suited to areas where growth is not expected at all or until more than 5 years in the future.

Stakeholder Commitment

Assuming appropriate transportation challenges and regional characteristics exist, another critical element of TMA success is whether area private and public sector stakeholders are prepared and eager to formalize collaborative action. Several critical elements of appropriate stakeholder commitment include the following.

- 1. History of Involvement:** If public and private sector stakeholders have previously undertaken successful collaborative action on past challenges, transportation or otherwise, the formation of a TMA is often easier. The process of creating a program or organization where one has never preceded can be a daunting task.



2. **Presence of a Champion and/or a Core Group of Stakeholders:** One factor cited for the early success of many TMA formation efforts is the presence of a community leader, developer or an individual business that makes a commitment to promote and facilitate the creation and formation of the TMA. Even better is the existence of multiple champions, a small group of advocates who are willing to serve as the TMA formation committee and provide the needed leadership and time to undertake the feasibility study and early formation tasks. This group should include several large employers, developers or property managers that can commit time and resources to a long-term program, even if there is no "payoff" in the first few years. This group should also have the ability to elicit support from other public and private sector leaders.

Financial Sustainability

Related to Stakeholder Commitment is the ability for a TMA to secure long-term guaranteed revenue sources. The TMA's with the best long-term financial stability have an appropriate balance of four funding areas: Membership Dues, Grants, Assessments and Fees for Service. These funding areas are further described within the evaluation criteria descriptions below.

1. **Multiyear Funding Commitments:** Another primary reason for a TMA's lack of success is the inability to maintain an adequate long term funding base. A TMA should not rely exclusively on membership dues or short-term grants to sustain and grow an association, though these funding areas are important elements of an overall budget. The highest probability of success arises when the TMA program obtains multiyear funding commitments from an existing improvement district (such as a Business Improvement District or Downtown Development Authority) or through a local development assessment per square foot of commercial office space. To maximize organizational success, this type of funding should be supplemented with stakeholder contributions as well as other appropriate grants and fee for service contracts.
2. **Stakeholder Commitments:** Finally, while some stakeholders are supportive of the TMA concept, good intentions often fall by the wayside when these stakeholders are asked to commit financial resources to TMA formation. Assessing the commitment of stakeholders is important to determine long-term financial resources for maintaining the TMA, either in cash or in-kind services. Similarly the presence and early commitment of an established partner or host organization such as a Chamber of Commerce, Board of Trade, Downtown Association, Local Government or Economic Development Agency can often provide valuable economies of scale for organizational administration needs.

Table 1: TMA Criteria Summary

Criteria	High	Medium	Low
Transportation Challenges:			
Traffic	Existing and Growing Congestion	Emerging Congestion	No Congestion
Access & Mobility	Major Difficulties	Some Challenges and/or Lack of Alternatives	Easy Access
Employers & Employees	Major Recruitment and Retention Problems	Some Recruitment and Retention Challenges	No Employment Recruitment and Retention Issues
Regional Characteristics:			
Activity Center	Widely Recognized Activity Center	Locally Known Area	Undefined Area
Employment	Over 50,000 Employees	25,000-50,000 Employees	Less than 25,000 Employees
Economic Development	High	Some Opportunity and/or Diminishing Due to Access Issues	Stagnant
Stakeholder Commitment:			
History	Success with Transportation Issues	Some Commonality in Issues and Actions	No Previous Collaboration
Core Group/Champion	Identifiable, Existing	Potential Group or Champion	None
Financial Sustainability:			
Multiyear Commitment	Guaranteed Long-Term Sources	Short-Term Commitments	No Commitments
Stakeholders	Strong Group, Resources Identified	Commitments, but No Resources, Wait & See Attitude	No Commitments



SECTION THREE: Background and Contextual Analysis

This section outlines the background information and contextual analysis that sets the foundation for assessing a potential Fort Collins TMA in relation to the criteria outlined in Section Two. The TMA feasibility study must consider the specific transportation conditions and needs of Fort Collins. The current conditions outlined in this report are utilized for the purpose of supporting the feasibility study recommendations and should not be construed as being a comprehensive examination of transportation conditions and needs for the city.

Three Activity Centers

Population and employment growth, combined with an increase in vehicle trips has resulted in increased congestion and longer trip times throughout the region. These trends and analysis of transportation plans lead to the emergence of three potential activity centers that a TMA could serve. These Activity centers include Downtown/Colorado State University, the Harmony Road Corridor and East Fort Collins, each of which are experiencing increased transportation congestion.

Downtown/University: This activity center includes Downtown Fort Collins and the Colorado State University campus.

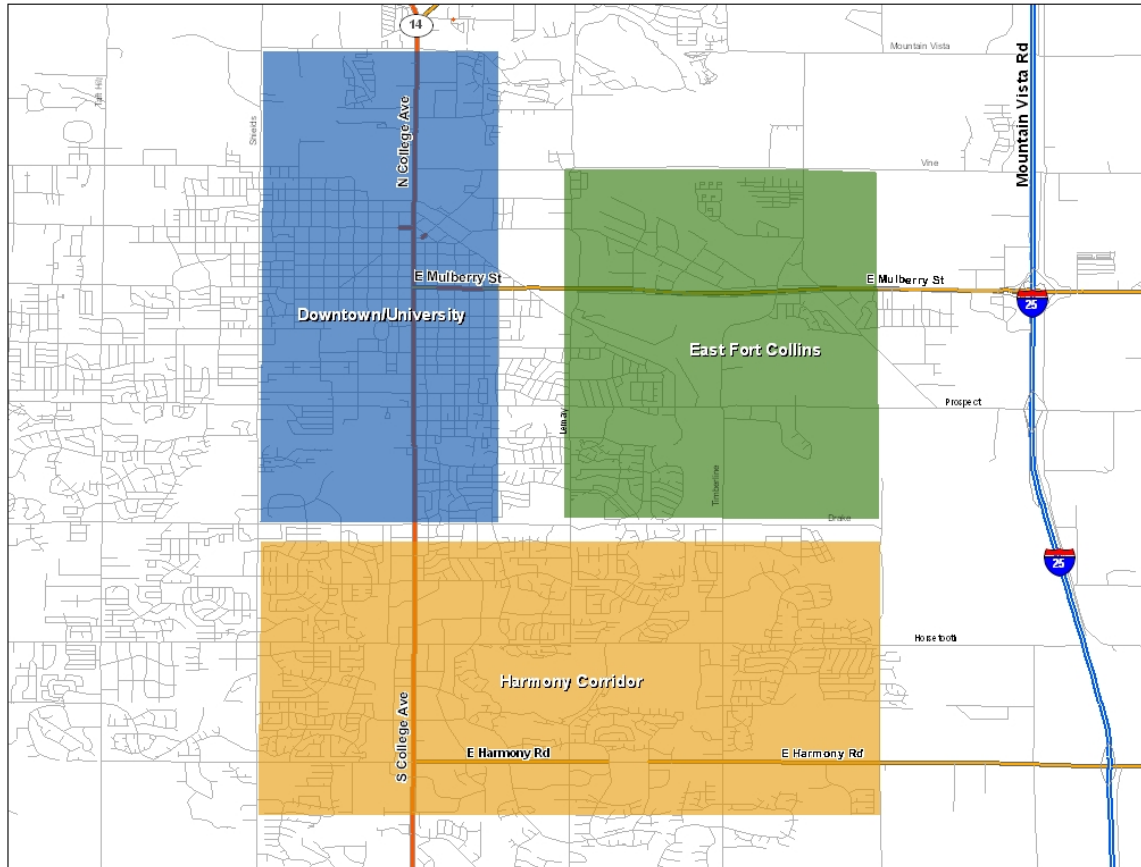
Harmony Road Corridor: This activity center is located along the Harmony corridor with Shield St on the east and Ziegler St on the west.

East Fort Collins: This activity center is located east of Downtown Fort Collins with Lemay St on the east, Vine St on the North, Drake Rd on the south and extending slightly east of Timberline Road.

Table 2: Potential TMA Activity Centers			
	Distinguishing Characteristics		
	Land Use	Employment	Traffic/Transportation
Downtown/CSU	<ul style="list-style-type: none"> Mixed use Well known area 	<ul style="list-style-type: none"> Large number of small retailers Large University 	<ul style="list-style-type: none"> Existing and increasing congestion Some parking challenges Major N/S corridor
East Fort Collins	<ul style="list-style-type: none"> Growth and redevelopment Limited roadway expansion opportunity 	<ul style="list-style-type: none"> Some large and medium employers as well as industrial, agriculture and residential presence 	<ul style="list-style-type: none"> Some congestion along arterials and at intersections
Harmony Corridor	<ul style="list-style-type: none"> Low-density Future activity center growth in a few areas 	<ul style="list-style-type: none"> Large employers Employers dispersed throughout corridor 	<ul style="list-style-type: none"> Major E/W connector to I-25 Potential Extension of the corridor



Figure 1: Boundaries of Three Activity Centers



Population and Demographic Trends

Fort Collins is the fifth most populous city in Colorado. Between 1990 and 2004, the population grew significantly. According to the U.S. Census, the population went from 87,758 in 1990 to 118,652 in 2000. The 2004 U.S. Census estimates that there were a total of 126,473 people, and in August 2005 the city of Fort Collins estimated its population to be 137,177 residents with an annual average growth rate of 2.6 percent. Larimer County also grew significantly during the same timeframe, from 183,136 in 1990 to 267,794 in 2004. The population growth rate in the Fort Collins area has been slightly above the overall growth rate for the state of Colorado, and is expected to maintain its current growth rate of about three percent for the next several years.

Employment and Economic Trends

According to the Fort Collins Transportation Master Plan, about 85,000 people are employed in Fort Collins. In addition, the Reference USA database lists over 9,000 businesses in the city, though only 321 employers have 50 or more people at their location.

The leading industries in the city include educational, health and social services (24.7%), Manufacturing (13.2%), Retail trade (12.8%) and other service –related (19.5%). The table below lists the major industries within the city and percentage of the overall workforce employed in that industry.



Table 3: Industries in Fort Collins

Industry	Percentage of All workers
Educational, health and social services Industry	24.7%
Manufacturing Industry	13.2%
Retail trade Industry	12.8%
Professional, scientific, management, administrative, and waste management services Industry	11.3%
Arts, entertainment, recreation, accommodation and food services Industry	9.2%
Construction Industry	7.6%
Finance, insurance, real estate and rental and leasing Industry	4.9%
Other services (except public administration) Industry	4.3%
Public administration Industry	3.7%
Transportation and warehousing, and utilities Industry	2.4%
Information Industry	2.4%
Wholesale trade Industry	2.3%
Agriculture, forestry, fishing and hunting, and mining Industry	0.9%
Armed forces Industry	0.1%

Data Source: 2000 Census Transportation Planning Package

The following three tables show the leading industries and percentage of all workers for each of the three activity centers identified as potential areas that a TMA could serve.

Table 4: Industries in the Downtown/University Activity Center

Industry	Percentage of All workers
Educational, health and social services Industry	37.9%
Professional, scientific, management, administrative, and waste management services Industry	12.6%
Arts, entertainment, recreation, accommodation and food services Industry	10.1%
Public administration Industry	9.0%
Retail trade Industry	6.8%
Finance, insurance, real estate and rental and leasing Industry	5.1%
Construction Industry	4.4%
Other services (except public administration) Industry	4.1%
Manufacturing Industry	2.7%
Information Industry	2.1%
Transportation and warehousing, and utilities Industry	2.0%
Agriculture, forestry, fishing and hunting, and mining Industry	1.9%
Wholesale trade Industry	1.0%
Armed forces Industry	0.1%

Data Source: 2000 Census Transportation Planning Package



Table 5: Industries in the Harmony Road Activity Center

Industry	Percentage of All workers
Retail trade Industry	22.1%
Educational, health and social services Industry	16.6%
Professional, scientific, management, administrative, and waste management services Industry	13.2%
Arts, entertainment, recreation, accommodation and food services Industry	12.4%
Finance, insurance, real estate and rental and leasing Industry	7.9%
Manufacturing Industry	6.5%
Construction Industry	6.2%
Transportation and warehousing, and utilities Industry	4.0%
Other services (except public administration) Industry	3.5%
Wholesale trade Industry	2.7%
Information Industry	2.3%
Public administration Industry	1.6%
Agriculture, forestry, fishing and hunting, and mining Industry	0.4%
Armed forces Industry	0.2%

Data Source: 2000 Census Transportation Planning Package

Table 6: Industries in the East Fort Collins Activity Center

Industry	Percentage of All workers
Manufacturing Industry	39.0%
Educational, health and social services Industry	25.3%
Professional, scientific, management, administrative, and waste management services Industry	9.4%
Retail trade Industry	6.6%
Construction Industry	5.2%
Arts, entertainment, recreation, accommodation and food services Industry	3.1%
Information Industry	2.5%
Other services (except public administration) Industry	2.2%
Public administration Industry	1.7%
Finance, insurance, real estate and rental and leasing Industry	1.5%
Transportation and warehousing, and utilities Industry	1.4%
Wholesale trade Industry	1.4%
Agriculture, forestry, fishing and hunting, and mining Industry	0.4%
Armed forces Industry	0.0%

Data Source: 2000 Census Transportation Planning Package

Fort Collins has several major employers that help to fuel the economic growth and stability of the area. Some of the largest employers in the area including Colorado State University, The Poudre School District, Hewlett Packard, Poudre Valley Health System, Larimer County, Avago Technologies, The City of Fort Collins, LSI Logic, Advanced Energy Industries and Anheuser Busch.

Between 1994 and 2000, the Fort Collins Metro area saw an increase of approximately 2,500 jobs per year, or a total of 15,000 new jobs over that period. This trend peaked between 1994 and 1997 with 2,832 new jobs each year. Job growth slowed down between 1997 and 2000 to 1,844 jobs per year.

The services sector led the employment growth with 1,570 new jobs every year between 1994 and 1997. While that sector remains dominant in 2000, its growth has slowed to approximately 485 jobs per year or an average annual increase of 1.8 percent. The second largest employment is generated by the Retail Trade sector, followed closely by Manufacturing. About 1,400 jobs were added to the manufacturing industry during the peak, which has since then slowed down to 113 jobs created each year.

Transportation

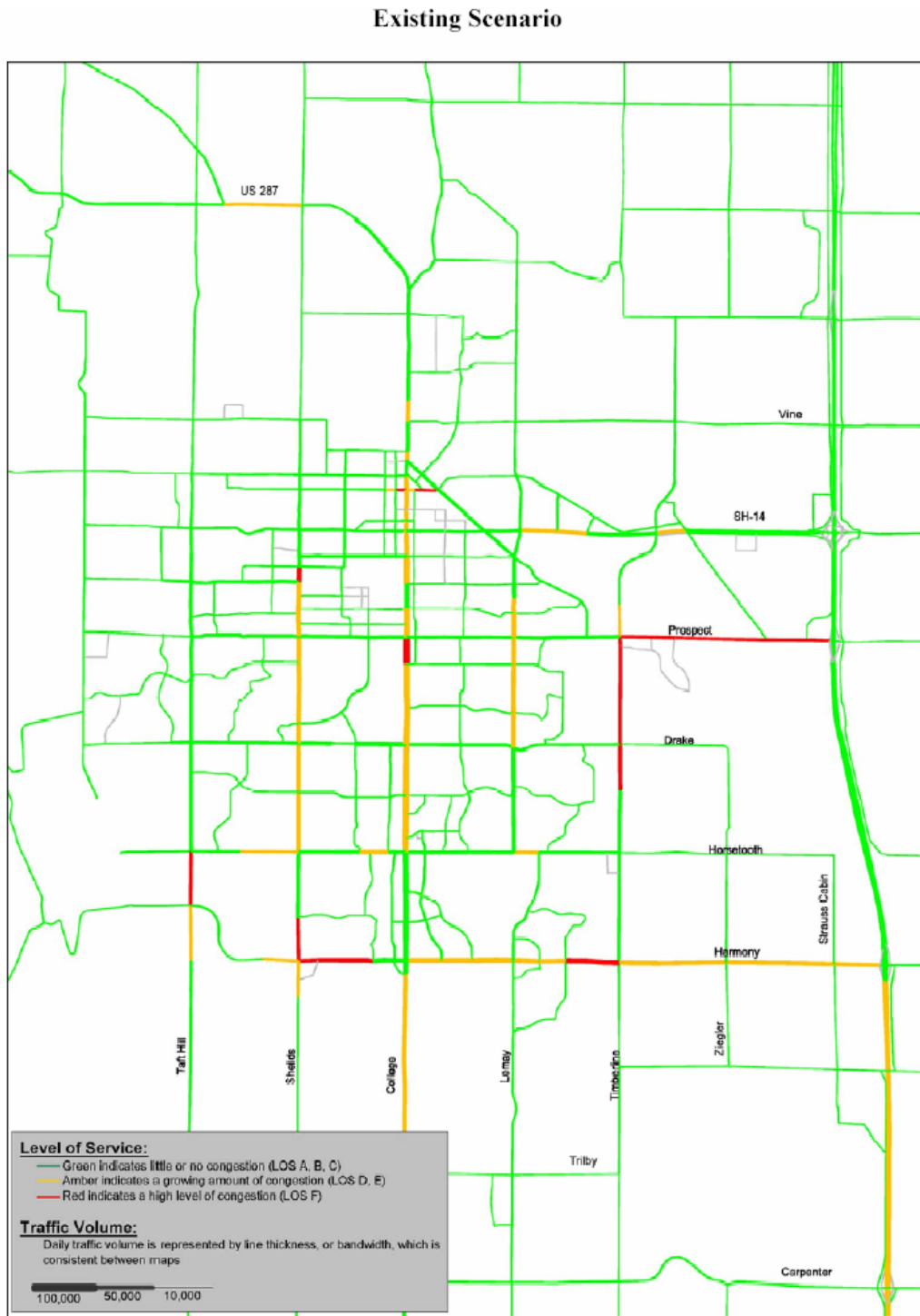
Traffic congestion is a growing issue within parts of the city. Eighty-two percent of employer survey respondents listed congestion as an important transportation related issue in the city.

Traffic congestion

According to the Fort Collins Transportation Master Plan there was a significant increase (about 28.3%) in the total vehicle miles traveled (VMT) in the area from 1995 to 2000. This growth in VMT is contributed to various factors like increase in population and employment in the region, development of low-density subdivisions in the fringes, reduction in gas prices during the period and longer average trip lengths.

The Transportation Master Plan also analyzed the current and future congestion levels of the City's transportation network using level of service (LOS) as a measure. LOS for a street or corridor is calculated based on the ratio of peak-hour volume to peak hour capacity. There are six LOS categories ranging from "A" to "F". LOS A through C represents uncongested streets, LOS D and E represent facilities that are becoming congested, and LOS F represents congested streets. Based on this analysis there are congested sections of Prospect, Timberline, Harmony, College, and in the Old Town Business District, as well as more moderate congestion on Shields, and Lemay. The figure below shows the existing Overall LOS for Fort Collins.

Figure 2: Traffic Congestion in Fort Collins



Note: The existing scenario assumes current socioeconomic data, and the existing street network.

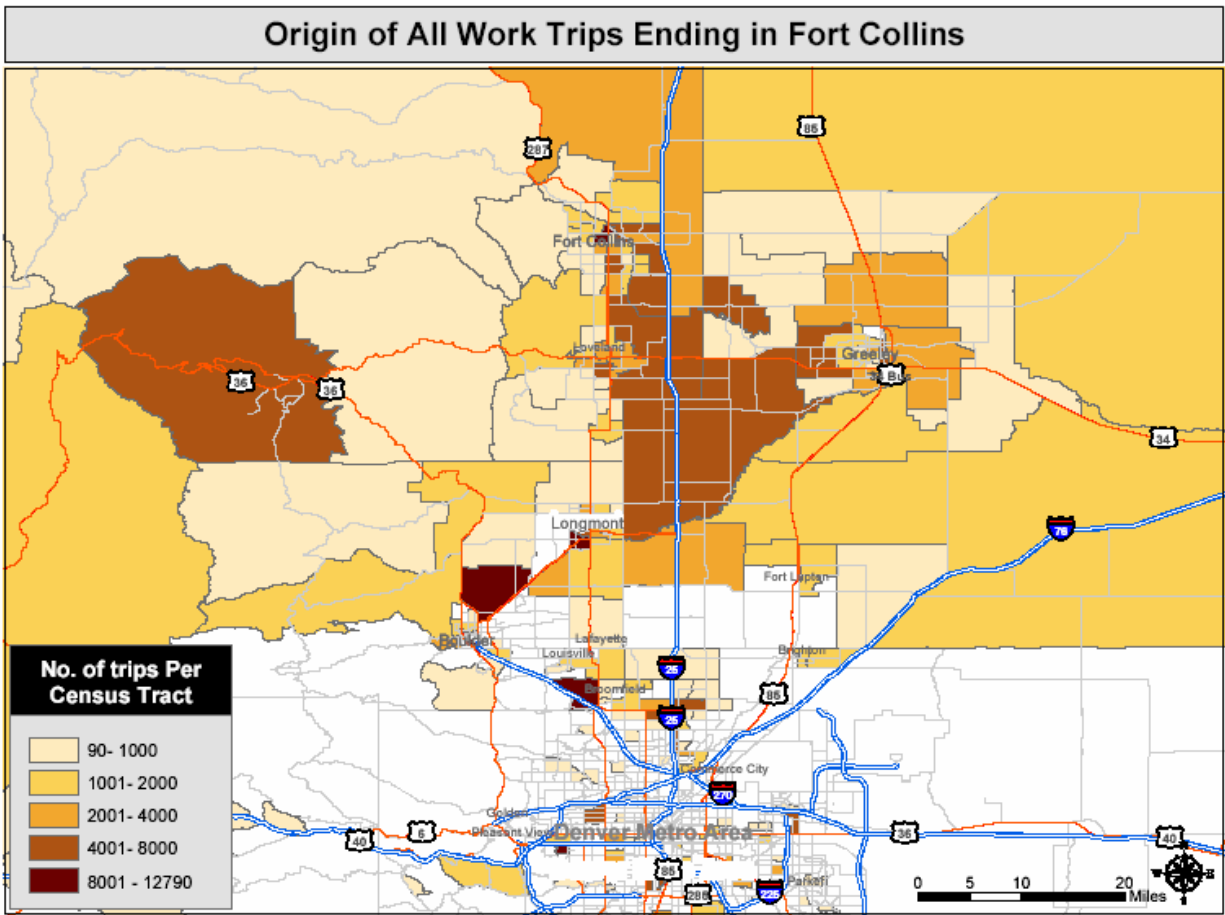


Traffic congestion is only one indication of transportation conditions in an activity center or travel corridor. In addition to congestion, accessibility and mobility are both indicators of transportation conditions in an area. Accessibility refers to the ease of which an individual can access desired locations and mobility refers to the ability to move quickly and easily from one destination to the next. The presence of alternative modes and the ability to move easily throughout the area are key indicators of transportation conditions. Stakeholder interviews revealed a need for improved transit throughout the city.

Use of Alternative Modes of Transportation

According to census Transportation data, 77.8 percent of all work-related trips are by single occupant vehicle (SOV). The remaining trips are primarily made by carpools (10%), Transit (1.2%) and bicycling /walking (6.5%). A majority of these trip origins are from within Fort Collins, Greeley, Loveland, Longmont, and Boulder. The map below shows the origin of all work trips ending in Fort Collins by census tracts.

Figure 3: Origin of All Work Trips Ending in Fort Collins



Data Source: Census Transportation Planning Package, 2000



The mode split of all work trips in each of the three potential TMA activity centers is shown below:

Table 7: Transportation Modes Splits in the Downtown/University Activity Center

Mode of transportation to work	Percentage of All workers
Drove alone	71.5%
2-person carpool	8.6%
3-4 person carpool	2.0%
Vanpool	0.2%
Bus or trolley bus	2.3%
Bicycle	7.1%
Walked	6.3%
Motorcycle	0.2%
Other means	0.2%
worked at home	1.4%

Data Source: 2000 Census Transportation Planning Package

Table 8: Transportation Mode Splits in the Harmony Road Activity Center

Mode of transportation to work	Percentage of All workers
drove alone	81.1%
2-person carpool	7.6%
3-4 person carpool	2.0%
Vanpool	0.5%
Bus or trolley bus	1.0%
Bicycle	2.2%
Walked	1.0%
Motorcycle	0.2%
Other means	0.1%
worked at home	4.0%

Data Source: 2000 Census Transportation Planning Package

Table 9: Transportation Mode Splits in the East Fort Collins Activity Center

Mode of transportation to work	Percentage of All workers
drove alone	85.8%
2-person carpool	7.5%
3-4 person carpool	1.1%
Vanpool	0.4%
Bus or trolley bus	0.4%
Bicycle	2.1%
Walked	0.9%
Motorcycle	0.2%
Other means	0.1%
worked at home	1.7%

Data Source: 2000 Census Transportation Planning Package

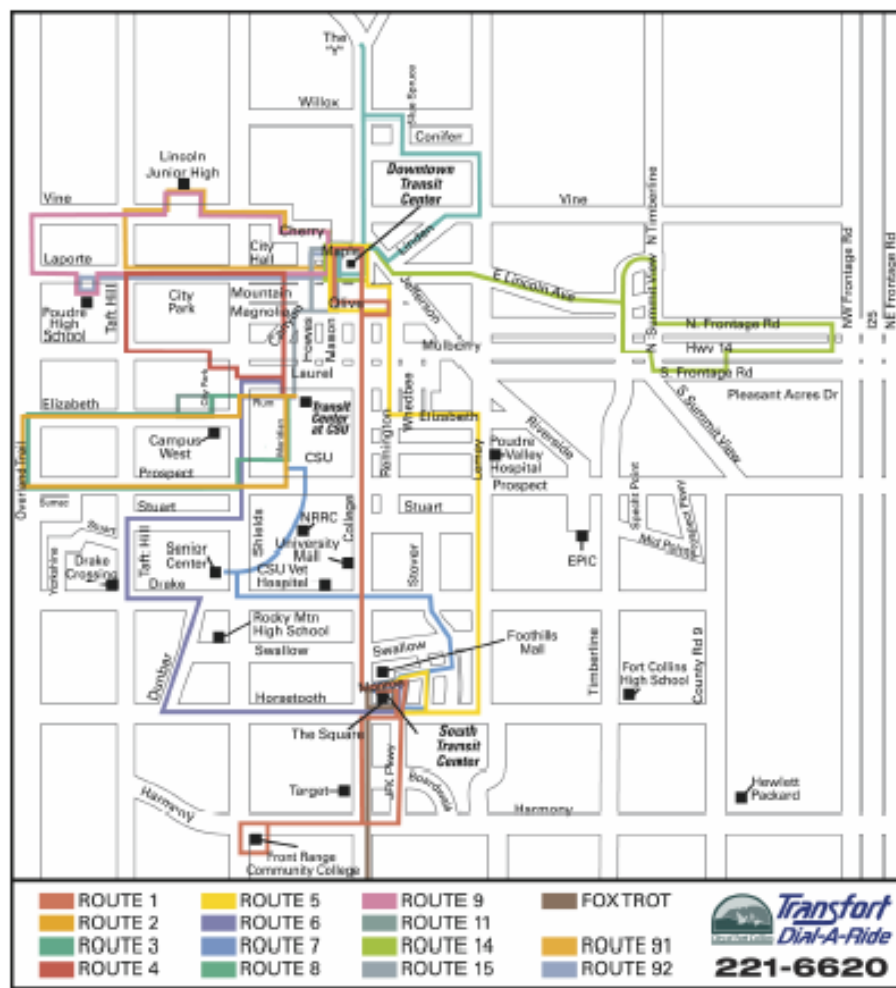
Transit

The City of Fort Collins is served by Transfort which operates 17 fixed bus routes in the city. This service operates between 6:00 am and 7:30 pm Monday to Saturday. Three of these routes which serve the Colorado State University campus provide additional service at night when the university is in session. Transfort has seen a thirteen percent increase in ridership since 1997.

Currently, FoxTrot is the only regional transit route. FoxTrot provides service between Fort Collins and Loveland. While Transfort currently only provides service to areas within the Fort Collins city limits, future service additions could include regional connections to areas surrounding the city such as Wellington, Loveland, Windsor, and Timnath.

A majority the Transfort routes serve the **Downtown/University Activity Center**. Several routes serve areas outside of the downtown and university areas, but generally do not provide access to key employment locations in either the Harmony Corridor or East Fort Collins activity centers.

Figure 4: Transfort Route Map



Transportation Demand Management

Fort Collins has developed SmartTrips a Transportation Demand Management (TDM) program aimed at reducing the city's dependence on automobile and to promote the use of alternative modes of travel. The goal of the Fort Collins SmartTrips Program is "To ease congestion on Fort Collins streets and improve air quality."

SmartTrips included a range of programs some of which are:

Transit Programs:

- A three-day event called Try Transfort Days which provided free transit rides
- Business challenge programs with the Colorado State University
- A Ride Assistance Program that provides free bus passes to people in emergency situations

Bicycle/Pedestrian Outreach Programs:

- Awareness programs such as participation in Bike to Work Day, Bike to Worship Day, Bike Fest, Bike to Campus Day, and Earth Day.
- Education and Safety programs like developing Bicycle Rodeo Kits to educate kids about bicycle safety and providing free and low-cost helmets through the Strap 'n Snap program

Business /Community Outreach Programs:

- Breakfast/lunch presentations to business districts
- On-line survey forms for assessing the potential success of various programs
- A streamlined Guaranteed Ride Home program
- Carpool/vanpool promotion including on-line carpool matching forms
- The Freewheels program that provides loaner bikes to employers
- Identification of Commuter Bicycle Coaches to encourage bicycling to work
- The Drive Less Challenge that is an incentive program to report miles traveled using alternative modes
- The PassFort program to provide bulk rate bus passes to employees, Colorado State University students, and numerous presentations to raise awareness

Youth Outreach Programs:

- The School Pool program that facilitates carpooling for families from participating schools,
- The Youth Drive Less Contest that challenges high school students and staff to carpool,
- The Walk a Child to School Day, and the Summer Reading

Other Transportation Issues

In addition to analyzing current and future transportation conditions, it is important to acknowledge current transportation infrastructure improvement studies and initiatives. The Colorado Department of Transportation is working on a plan to rebuild Interstate 25 north of Denver that will likely include both highway improvements and some form of mass transit such as a regional bus service or commuter rail. Traffic is expected to more than double between Longmont and Fort Collins in the next 25 years.



Stakeholder Involvement

Stakeholders in the Fort Collins area provided input for the TMA feasibility study in three primary stakeholder involvement components: 1) The TMA Steering Committee, 2) Stakeholder Interviews and 3) Employer Transportation Surveys. Each component is further summarized below.

1. TMA Steering Committee Meetings

A TMA steering committee was formed to guide the feasibility study process and provide key insights on the various transportation issues facing the area. Participants on the committee discussed the concept of a TMA and the level of interest in forming this type of organization. The group will have met three times throughout the process.

2. Stakeholder Interviews

As a complement to the TMA steering committee meetings, the feasibility study process included several one-on-one interviews with key stakeholders. Stakeholders discussed transportation issues facing the City of Fort Collins as well as the specific issues of concern for their specific location. The stakeholder interview process revealed several consistent transportation themes, each described and summarized below.

Roadways & Traffic Congestion

The general consensus among stakeholders is that traffic congestion is a concern, but transportation problems in Fort Collins are limited to just a few key corridors and intersections. Regional access to and from Interstate 25 was cited as a concern as was the general safety of travel throughout the region. Off peak travel during evening and weekends is not an issue among any stakeholders.

Transit

The existing transit system is limited to a relatively small number of local bus routes, and a relatively low percentage of people regularly use transit for trip making. However, many cited interest in expanding transit availability in the city, and other indicated interest in providing transit pass incentives.

Parking

Surface parking in most parts of the city is readily available. Nearly all spaces in the city are free and do not require daily payment. There was some concern about parking in Downtown, particularly for customers of Downtown retail locations. Colorado State University has low parking costs especially as compared to other similar sized universities throughout the country. However, many students and staff park off campus in adjacent neighborhoods.

Bicycle/Pedestrian

A strong bicycle and pedestrian network exists in the City. Several stakeholders expressed a desire to encourage an even more bicycle and pedestrian friendly environment in Fort Collins, including enhanced safety along major corridors and more off street connections.

Transportation Management Association

Most stakeholders were generally unfamiliar with the concept of a TMA. Once the concept was explained, many seemed interested in the idea, and thought of various opportunities that a TMA could offer. However, no stakeholder emerged to champion independent organization of businesses into a TMA, but there was interest from the Downtown Development Authority (DDA) in exploring expansion of projects within their existing organization to address transportation issues for their members.

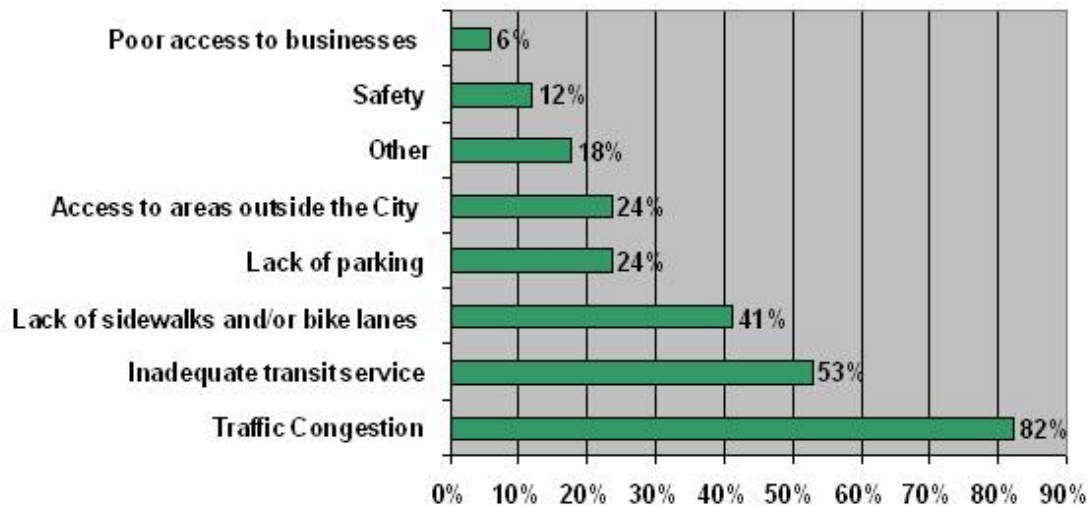


3. Employer Transportation Survey

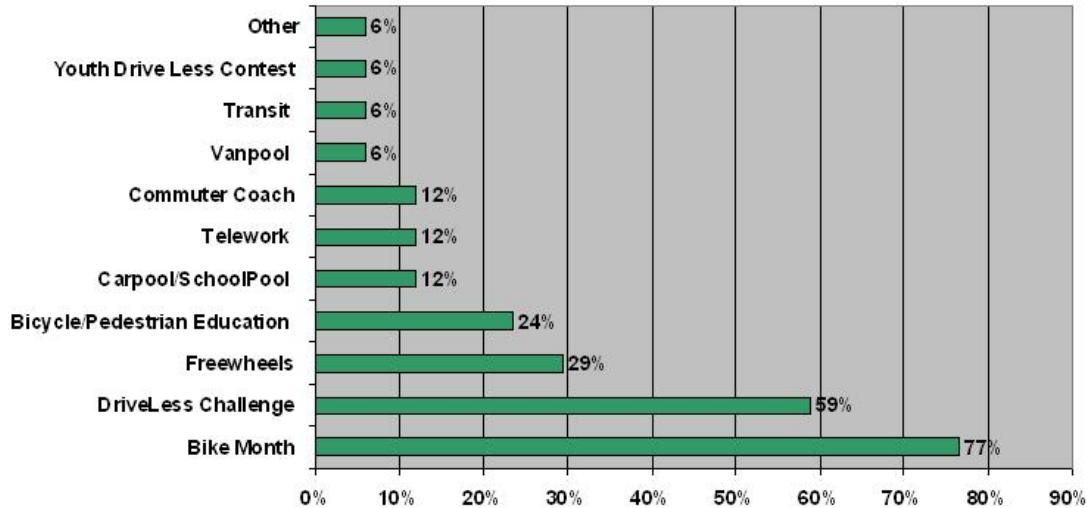
A transportation survey was conducted of Fort Collins employers. This survey was intended to reflect the opinions and attitudes of key employer stakeholders; it therefore does not and is not intended to provide a statistically valid summary of transportation issues in the city. A complete summary of the survey results are included in this report as Appendix B. A summary of key findings of the survey includes:

- Seventeen survey were received
- Over 40% of respondents indicated that they would be increasing their total number of employees in the future
- A majority of respondents (82%) indicated that traffic congestion is a problem for the City of Fort Collins, though slightly less than half (47%) indicated that traffic was a problem for their business.
- Inadequate transit service also was cited as a key issue (53%)
- Other transportation issues include: Lack of Sidewalks and/or Bike Lanes (41%), Lack of Parking (24%), Access to areas outside the city (24%), Safety (12%), and Access from local roads/arterials (6%).

Figure 5: Key Transportation Problems



- A majority of respondents are familiar with the City of Fort Collins SmartTrips™ program, and a majority of respondents participate in Bike Month (77%) or the DriveLess Challenge (58%)
- Only four respondents indicated that they currently provide their own transportation incentives for their employees in addition to participation in the SmartTrips™ program.

Figure 6: SmartTrips™ Program Participation

- Parking was considered adequate by about half of respondents, somewhat adequate by 40% and the remainder said there were parking shortages
- When asked if your organization would participate in a TMA, 30% said Yes, 12% said No, and 58% were not sure or did not indicate
- When asked if your organization would financially support a TMA, 6% said Yes, 30% said No, and 64% were not sure or did not indicate
- Respondents who were not sure about the organization were asked to indicated services that would be of interest to their organization, there was general interest in the following:
 - Advocacy for new and/or improved transit services
 - Advocacy for improved roads and/or transportation infrastructure
 - Marketing and educational services on transportation options
 - Ridematching services for carpools and vanpools
 - Parking Management Assistance

Figure 7: Potential TMA Participation

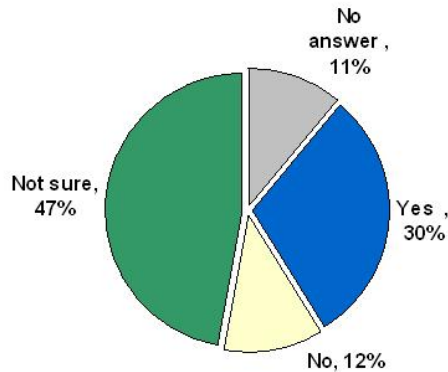
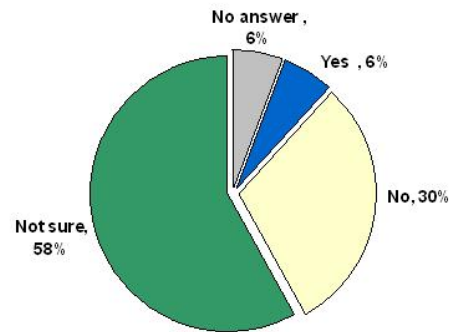


Figure 8: Potential Financial Support for a TMA



Overall, the survey yielded two principal findings:

- **Transportation is a growing concern to the Fort Collins area.** Traffic Congestion is cited as a concern by many survey respondents. Parking is currently a relatively minor but growing problem and transit service is largely perceived to be inadequate.
- **There is uncertainty about the potential for a TMA.** While thirty percent of respondents initially indicated interest in a TMA, only six percent are certain that they would be willing to financially participate in this type of organization, with the majority of respondents indicating uncertainty about financially supporting or even participating in a TMA. A TMA could have the potential for success if established with a focus on transportation advocacy, marketing/education for transportation options and provision of various services such as ridematching or parking management assistance.

Case Studies

Two case studies of TMA's in other cities were reviewed. The first was the Missoula Ravalli Transportation Management Association (MRTMA) in Montana and the other was the Boulder East Commuter Transportation Options. More detail about both case studies is provided in Appendix E of this report. The MRTMA was started by a group of private sector stakeholders and is a 501(c)3; Public/Private Partnership with an approximately \$200,000 budget that supports 3 full time and 2 part time staff. The TMA promotes availability of transportation options, provides Ridesharing programs and coordination of park & ride facilities. They also serve as a transportation Information clearinghouse in the region. Several key goals guide their efforts.

The Boulder East Commuter Transportation Options serves as the TMA for the eastern portion of Boulder. Formed in December 2004, the organization supports the City of Boulder's Transportation Master plan by providing Transportation Demand Management services, information and advocacy. They are a 501(c)3, public/private partnership with a budget of budget of \$180,000 that supports two staff and a contract bookkeeper.



SECTION FOUR: TMA Feasibility Assessment

In order to determine the feasibility of a Transportation Management Association, analysis of the four key TMA screening criteria was conducted, including Transportation Challenges, Regional Characteristics, Stakeholder Commitment and Financial Sustainability. These criteria were scrutinized based upon the background data collection review and the stakeholder input received from the survey, interviews and steering committee. This analysis includes assessment of issues potentially impacting the formation of a TMA and evaluating the existing and future context for this type of organization.

Analysis of TMA Feasibility Criteria

The following analysis of the four key TMA screening criteria includes assessment of issues potentially impacting the formation of a TMA:

I. Transportation Challenges

The first key to a successful TMA is the existence of a well-defined transportation problem that a collaborative effort of the public and private sectors will address. A TMA will best succeed once a transportation challenge is clearly defined and realistic solutions and funding sources are adequate and available.

1. Traffic Congestion

The majority of stakeholders cite traffic congestion as a major concern, yet less than half specifically cite traffic congestion as a concern for their business or location. It seems that traffic problems in Fort Collins are limited to just a few key corridors and intersections during the peak hours.

2. Access and Mobility

The City of Fort Collins is accessible from throughout the region, though access to and from Interstate 25 was cited as a concern. Though the area has no major mobility concerns, several key corridors and intersections are becoming more heavily used and if growth continues to occur access could become more challenging. Though single occupant vehicle travel dominates, other modes of transportation are available such as transit and bicycling.

3. Employer and Employee Recruitment and Retention

Accessibility and traffic congestion issues can play a significant role in recruitment and retention issues. Though a number of area businesses indicated plans to increase their employee base in the future, no businesses indicated any significant difficulty in recruitment /retention issues.

4. Future Congestion

Forecasts indicated significant future increases in congestion on key city corridors such as Harmony Road, Timberline, etc.

5. Other Transportation Issues

A number of other transportation issues were cited throughout the stakeholder involvement process. These include the current I-25 EIS study, a potential Regional Transportation Authority, general advocacy needs, and future regional transit connections. An informal and unscientific poll in the Coloradoan on February 19th, 2006 indicated that 90% of area residents would use a train or bus to Denver if it were faster than driving. The existing SmartTrips program will lose its current funding in late 2006.



II. Regional Characteristics

A TMA is designed to be flexible and to adapt to the specific needs of the area that it will serve. Several key regional characteristics of a potential TMA are listed below.

1. Major Mixed-Use Activity Center and/or Transportation Corridor

Many TMAs are formed at major activity centers that have multiple land uses including commercial, retail, entertainment and residential. Typically these areas are a central business district, an urban redevelopment site or a suburban activity center. For the purposes of this study, three primary activity centers were identified as candidate areas where a TMA could potentially serve: 1) Downtown/Colorado State University, 2) Harmony Road Corridor and 3) East Fort Collins. Though there is a diversity of local land uses and planned or pending development in both the Harmony Road Corridor and East Fort Collins, the existing development density is not quite significant enough nor is there a common set of transportation issues to necessitate a TMA at this time. The Downtown/Colorado State University area does however exhibit many of the recommendation characteristics that would potentially warrant TMA formation.

2. Distinct Geographic Area

TMAs serve well defined and locally well known geographic areas or corridors. Though the city of Fort Collins is clearly defined and very well known, sub areas or specific activity centers are not quite as well defined with the exception of Downtown and Colorado State University. The Harmony Road Corridor serves as a major commercial and employment corridor and is developing a distinct character.

3. Employment Base

The Fort Collins region currently has about 150,000 employees. In addition, there are a significant number of students and residents in the area. The downtown employment base primarily consists of relatively small employers

4. Economic Development

Fort Collins is a growing area with forecasts indicating the potential for significant increases in the population. Long term forecasts by the North Front Range Metropolitan Planning Organization confirm that the potential does exist for steady growth in economic development opportunities.

III. Stakeholder Commitment

Assuming appropriate transportation challenges and regional characteristics exist, another critical element of TMA success is whether area private and public sector stakeholders are prepared and eager to formalize collaborative action. Two critical elements of appropriate stakeholder commitment include a strong history of involvement and the presence of a champion and/or a core group of stakeholders.

1. History of Involvement

Numerous transportation plans within the city have been completed to date that have been a collaboration of both public and private sector organizations. In addition, there are a large number of businesses who currently participate in the SmartTrips™ program. However, the employer survey seems to indicate that since these services are currently provided at no additional cost to the business, there is an uncertainty as to whether businesses are ready to fund these activities themselves.



2. Presence of a Champion and/or a Core Group of Stakeholders

Though there is evidence of a history of public and private sector involvement in transportation planning issues, and despite general interest in a TMA, to date there is not a strong presence of individual or organizational community leaders who could provide the necessary leadership to address local transportation issues with a TMA. Though several TMA's exist in the state of Colorado, a TMA has never been tried in Fort Collins, and to start a new organization, it would be important to have strong leadership to truly be effective in addressing the transportation needs of the area.

IV. Financial Sustainability

1. Multiyear Funding Commitments

The ability for a TMA to secure long-term guaranteed revenue sources is a critical component of potential success. To maximize long-term financial stability, there should be an appropriate balance of four funding areas: Membership Dues, Grants, Assessments and Fees for Service. When asked whether they would be likely to financially participate in a TMA, most stakeholders did not indicate strong interest in that type of voluntary membership investment. Similarly, there does not seem to be the possibility for multiyear funding commitments or through a local development assessment. Grants therefore would also have a low probability for providing financial sustainability as many grants rely on a local financial match before grant dollars are allocated to a TMA.

2. Stakeholder Commitments

Stakeholder commitments are important to determine long-term financial resources for maintaining the TMA, either in cash or in-kind services. Similarly the presence and early commitment of an established partner or host organization can often provide valuable economies of scale for organizational administration needs. At this time there have not been any commitments from local stakeholders that would provide the necessary financial sustainability.

Feasibility Determination

Table 10: City of Fort Collins in Relation to Primary Criteria for TMA Success		
TMA Criteria	Fort Collins Assessment	Probability of TMA Success
Transportation Challenges:		
Traffic	Traffic congestion in and around the area is cited as a concern.	MEDIUM
Access & Mobility	Access and Mobility are adequate	LOW
Employers & Employees	Accessibility and traffic congestion do not play a significant role in employer or employee recruitment and retention	LOW
Regional Characteristics:		
Activity Center	The area is well known	MEDIUM
Employment	There is a solid employee base	MEDIUM
Economic Development	Area plans include significant long term growth forecasts.	MEDIUM
Stakeholder Commitment:		
History	Fort Collins has evidence of the public and private sector working together to address transportation issues.	MEDIUM
Core Group/Champion	There is some interest in a TMA, but no commitments have been made.	MEDIUM – LOW
Financial Sustainability:		
Multiyear Commitment	There is not a multiyear funding commitment	LOW
Stakeholders	There have not been any commitments from local stakeholders	MEDIUM

Based on the results of the TMA steering committee meetings, the background data analysis, stakeholder interviews and the employer survey, a TMA in the City of Fort Collins is not likely to be feasible today. Though the information gathered results in the recommendation that Fort Collins does not pursue the development of a formal TMA at this time, a TMA could be an appropriate and important strategy in the future.

SECTION FIVE: Recommended Next Steps



Although a TMA in the City of Fort Collins is not likely to be feasible today, there may be a future opportunity to pursue development of a TMA program incorporated into an existing organization such as the Downtown Development Authority (DDA) or the Downtown Business Association (DBA). Future opportunities along the Harmony Road Corridor could also emerge. An informal TMA program could later evolve into a more traditional TMA organization if certain trigger points are met including the emergence of both private-sector leadership and sustainable funding sources. This section first outlines the opportunity and recommended next steps to create a TMA program, followed by identification of key trigger points needed to start a formal TMA. A sample business plan for a formal TMA is also included.

Create an Informal TMA Program

Creation of an informal TMA program would be an important way to for demonstration of private sector transportation leadership. This program would ideally be housed within an existing organization such as the DDA or DBA. A part-time coordinator could manage the program efforts and would focus on the Downtown/University Activity Center. This position would be responsible for developing and coordinating a transportation advocacy structure, identifying and securing available grant funding for various multimodal transportation outreach activities and projects and creating an identifiable transportation voice for Fort Collins stakeholders. The program coordinator would facilitate regular meetings with interested and committed stakeholders that would provide overall guidance and input on transportation related matters. The stakeholder group would also identify clear goals for the organization and determine when and under what circumstances a formal TMA should be pursued.

A variety of activities would need to take place in preparation for implementation of a TMA program:

Step One: Identify Stakeholders – Initial outreach to both public and private stakeholders must occur. A core group of at least three private and three public sector stakeholders interested in collaborating with one-another should be identified. These individuals will later form the TMA program advisory committee.

Step Two: Create Goals – Interested stakeholders should first assist with the identification of clear and achievable goals focused on transportation advocacy and outreach services and partnerships of interest to the public and private sector would be most appropriate.

Step Three: Formalize Advisory Committee – A typical advisory committee has between six and twenty members that meet monthly or quarterly to discuss goals, programs, services and initiatives. As the program is not a formal TMA, it is recommended the committee meets quarterly. The committee would assist the Transportation Program Coordinator in reviewing and revising goals, ensuring the outreach and advocacy is inclusive and identifying and reacting to trigger points outlined later in this section.

Step Four: Research Funding Opportunities – The program is likely eligible for limited grants and funding opportunities. In addition, the Advisory Committee and Transportation Program Coordinator should explore private and local public sector funding opportunities.



Step Five: Develop an Outreach and Marketing Strategy – One of the key roles of the TMA Program is to work with and represent the city's private and public sector. Thus an outreach and marketing strategy that provides the private and public sector a way to get involved must be developed and implemented. Given the potential elimination of the existing SmartTrips program, an assessment of that program should be conducted to identify opportunities for a TMA program to provide similar services.

Step Six: Identify Trigger Points – Effort should be made from the beginning, with input from key stakeholders, as to when the TMA Program could pursue transformation into a formal TMA. Potential trigger points are outlined further in this section.

Identify Formal TMA Formation Trigger Points

The City of Fort Collins may wish to consider establishment of a formal TMA in the future if certain trigger points are met. Any major changes to the regional transportation system, pressures from employers, as well as any major changes within the three activity centers corridors could trigger the formation of a TMA.

- **Regional Transportation:** If projected traffic growth does occur, regional travel will become more difficult. In addition, major construction on regional travel corridors could warrant construction mitigation activities that a TMA would be uniquely suited to provide. In addition, the potential for a Regional Transportation Authority (RTA) could merit additional consideration of a TMA.
- **Employer Pressures:** Employers may become more concerned with transportation issues and more willing to support a TMA if and when the SmartTrips program does cease to exist. As previously stated, an assessment of that program should be conducted. A TMA could provide many similar services that employers are currently accustomed to receiving through the SmartTrips efforts.
- **Activity Center Changes:** Major changes in employment, land use and population could occur and would potentially merit further consideration of a TMA in each of the three activity centers identified as part of this feasibility study, particularly the Harmony Road Corridor.

In addition, the criteria for determining TMA potential, as presented previously, requires stakeholder commitment and identification of sustainable funding sources. Furthermore, though there is a perception of worsening traffic congestion and a need for improved transit services, employers have not yet put pressure on the city to address these issues. Given this criterion the formation of a TMA would not likely occur until at least 2007-2008.

Sample TMA Business Plan

Though establishment of a formal TMA is not recommended at this time, a sample business plan will serve as a useful guide in the event that a TMA is warranted in the future. The following section presents an initial outline of a recommended strategic business for the potential future development of a Fort Collins TMA.

1. Define TMA Service Area
2. Develop and Enhance Institutional Arrangements
3. Identify Mission, Goals and Objectives
4. Create Initial TMA Programs & Services
5. Secure TMA Budget & Funding Needs
6. TMA Formation Activities



1. Define TMA Service Area

First and foremost, it is critical to clearly define the service area associated with a new TMA. A TMA's mission, programs and services are driven by the transportation, mobility and accessibility concerns of its constituents. Identifying the geographic boundaries of the TMA activity centers within which the constituents reside is important to the further development of a TMA.

2. Develop and Enhance Institutional Arrangements

Assuming the TMA begins first as a program of an existing organization, development and enhancement of institutional arrangements would be important for TMA success. By leveraging the institutional arrangements, the TMA will develop more efficiently and proceed more quickly into implementation of programs and services. It would also improve the important foundation of participation and partnership between area stakeholders and strengthens the likelihood of long-term program sustainability. Regional partnerships could also be enhanced with such entities as the North Front Range MPO and the Colorado Department of Transportation (CDOT).

3. Identify Mission, Goals and Objectives

An initial draft sample of the potential mission, goals and objectives for a future Fort Collins TMA is outlined below and is designed to guide the organization's future activities for the first three years of operation. The draft sample TMA mission and goals are based upon the stakeholder input received during the feasibility study process including discussions with the TMA steering committee as well as the transportation survey results.

Mission

One mission for the Fort Collins TMA could be:

To support sustainable growth in the Fort Collins area by developing and promoting coordinated transportation improvements and services designed to enhance access and mobility, reduce congestion and improve the quality of life for employees and residents of the City of Fort Collins.

Organizational Goals and Objectives

GOAL A – Improve Accessibility To/From the Area: Improve accessibility to, from and within the city through coordinated transportation improvements that enhance the availability and viability of multimodal travel choices.

Objectives:

A-1: Work with area employers to support the Transportation Demand Management Strategies of the Fort Collins Transportation Master Plan, including:

- Business and Community Outreach
- Transit promotion
- Bicycle and Pedestrian Programs
- Youth Programs

A-2: Develop transportation management plans for “non-commute” travel markets.

A-3: Pursue continued enhancements to regional transportation services such as vanpooling, carpooling and transit.



A-4: Pursue opportunities for parking management activities.

A-5: Work with the City to enhance pedestrian and transit connectivity.

A-6: Identify opportunities for preferential parking for carpools and vanpools at area employers.

GOAL B- Improve Mobility Within Fort Collins: Improve the availability, convenience and safety of multimodal transportation connections within and between the three TMA activity centers (Downtown/CSU, Harmony Road and East Fort Collins).

Objectives:

B-1: Identify potential circulator shuttle options, including:

- Explore shuttles to improve mobility for employees, students, and visitors
- Explore shuttle inter-connectivity options that complement or enhance the existing transit system.

B-2: Strengthen pedestrian and bicycle facilities within and between activity centers, including sidewalks, bike lanes, bike storage, and crosswalks.

Goal C- Maximize Existing and Future Transportation Investments: Make the most of existing and planned transportation networks and maximize the benefit of future transportation investments through improved operations, information and marketing efforts, and advocacy.

Objectives:

C-1: As employment, student and visitor populations increase, work to improve the performance of the City's transportation systems through operational management:

- Transit operational enhancement
- Traffic signal optimization
- Intersection flow improvements
- Incident management

C-2: Explore transit-supportive transportation and land use opportunities to maximize the future success of additional transit investments in the area.

C-3: Develop "pre-trip" travel-planning information resources (access guides, website, etc.) with comprehensive information on all travel choices and support programs and ensure widespread availability and distribution.

4. Create Initial TMA Programs & Services

The following summary highlights an initial list of programs for potential implementation in the TMA's initial three years:

1. Liaison / Advocacy

- Work with Transfort to improve local and regional bus services.
 - Explore new local regional connections.
 - Identify high priority transit routes and work with Transfort to ensure improved service along these routes.
 - Work with constituents to inventory and identify bus stop enhancements.



- Facilitate coordination for transportation improvements.
 - Identify key improvement needs with regards to traffic signalization, intersection flow, interchange development, and bike / pedestrian improvements.
 - Develop communication procedures and education materials aimed at communicating area transportation projects, updates, events, and opportunities for public involvement with all TMA constituents.
 - Work to communicate transportation needs and ideas and to accelerate projects based upon expected build-out timeframe.

2. Marketing / Education Services

- Create an area-wide marketing program aimed at each of the constituent groups within the TMA service area. These groups include; employers, employees, residents, developers, visitors and institutions. New marketing materials should include alternative mode information as well information regarding changes to the infrastructure.
 - Create a TMA brochure for employers and stakeholder partners outlining the mission, goals and objectives of the TMA. Utilize this when conducting TMA outreach as a tool to connect constituents with TMA activities.
 - Develop a new access guide that includes a map of bike trails, bike lanes, bus routes, major roadways, major landmarks and bus stops. The guide would also include “how-to” information specific to the area such as: how-to ride the bus, available bus routes, vanpool and carpool information and any additional relevant transportation information.
 - Provide travel information tools, educational materials and transportation-specific planning updates on a centralized web site developed specifically for the TMA. Develop a website marketing strategy and market the site to all constituents.
- Develop a “new employee” information packet and host new employee orientations for area businesses and partners, ensuring that all new employees are aware of transportation alternatives, information sources and how to reach the TMA.

3. Broker Regional Services

- Provide a conduit for accessing regional services such as bus passes, the Guaranteed Ride Home program, ridematching services and vanpool formation.
- Seek out vanpool and transit subsidy opportunities and market such opportunities.
- Provide a point-of-presence for sale of bus passes and other transaction-related needs.

5. Secure TMA Budget & Funding Needs

TMA budgets often vary considerably, though a budget of approximately \$200,000 annually would be able to fund the administration and programs of the TMA during its first three years of operations. Initial Year I seed funding could potentially be secured through the following:

- \$160,000: TMA seed funding from local Congestion Mitigation Air Quality (CMAQ) funds
- \$40,000: Dedicated through memberships and other local assistance

Year II revenue needs could be secured through the following:

- \$110,000: TMA seed funding from local Congestion Mitigation Air Quality (CMAQ) funds
- \$90,000: Dedicated through memberships and other local assistance

Year III assumes all revenue will be derived from memberships, and other local assistance, however, additional sources of revenue could be secured through project-related CMAQ grants, additional members, private sector partners, and others.



Table 11: Sample TMA Budget

Expenses	Year I	Year II	Year III
Salary (1.5 FTE)	\$75,000	\$80,000	\$85,000
Payroll taxes	\$6,000	\$6,750	\$7,000
Fringe benefits	\$6,000	\$6,250	\$6,500
Office supplies and equipment	\$8,000	\$6,000	\$4,000
Conference fees, dues and travel	\$3,000	\$3,250	\$3,500
Printing and graphic design	\$20,000	\$20,000	\$20,000
Meeting costs	\$1,000	\$1,000	\$1,000
Promotional events	\$8,000	\$8,000	\$8,000
Office rent	\$12,000	\$12,000	\$12,000
Marketing / TDM contractors	\$55,000	\$52,250	\$50,000
Legal and accounting	\$6,000	\$4,500	\$3,000
Total expenses	\$200,000	\$200,000	\$200,000
Revenue			
CMAQ or equivalent financing	\$140,000	\$110,000	\$0
Memberships	\$25,000	\$75,000	\$125,000
Local Grants	\$15,000	\$15,000	\$75,000
Total revenue	\$200,000	\$200,000	\$200,000

6. Formation Activity Outline

The Formation Activity Outline identifies activities that must be conducted to both form and to support the establishment of the Fort Collins TMA.

Preplanning Activities

A variety of activities need to take place in preparation for program implementation. These activities address the installation of the TMA and refinement of the proposed programs and services. Although these tasks should begin before program implementation, not all tasks need to be completed sequentially. Many steps will be conducted at the same time.

1. Establish Organizational Structure

- Prepare documentation for taxation status (charitable organizational status allows for tax-deductible contributions from members and non-members).
- Establish single point-of-contact for TMA organizational activities.

2. Establish Organizational Governance

- Establish a Board of Directors comprised of member organizations. Typically, TMA Boards or Steering Committees have up to twenty members elected from the membership. Most TMA boards meet monthly or quarterly. Some boards invite public agency representatives to serve as ex-officio (non-voting) members. The board can designate officers such as a president or chair, vice president, secretary and treasurer.
- Create TMA Bylaws. The bylaws are the governing rules for the TMA and define the organization's purpose, rules and procedures. The bylaws will also include definitions of membership, rights and powers of members and staffing.



3. Applications for Funds

- Make a formal application for public CMAQ funds.

4. Establish Office and Support Structure

- Establish office space in a location that is easily accessible to TMA constituents.
- Purchase property and liability insurance, and, consider officer and director insurance. Accounting and legal assistance should also be identified or acquired as appropriate.

5. Formalize Staff Responsibilities

- The daily operations of a TMA are typically managed by a full-time program director. The program director reports to the TMA Board of Directors, and duties include securing funding agreements; developing and implementing a business plan; managing the office and staff; managing outside contracts; attending meetings on behalf of the TMA; developing TMA products and services; interfacing with public agencies; and supporting the Board of Directors.

APPENDICES

Appendix A: Employer Survey Instrument

Appendix B: Employer Survey Results

Appendix C: Stakeholder Interviews

Appendix D: Case Studies

Appendix A: Employer Survey Instrument

Employer Survey for Fort Collins

The City of Fort Collins and the Colorado Department of Transportation are interested in learning about transportation issues and concerns of area employers. The information will be used to assist the City in determining the feasibility of forming a transportation management association (TMA). A TMA is typically comprised of public and private sector employers, developers, property owners and government entities in a certain area to help address local transportation problems and to encourage greater use of alternative modes of transportation.

We appreciate your time and look forward to your response.

Part 1: Business Background

1. What is the primary nature of your business?

- Office
- Public Sector/Government
- Education
- Manufacturing
- Warehousing
- Retail
- Service
- Other: _____

2. Approximately how many employees are employed at this worksite? _____

3. Is your worksite currently or in the near future expanding or reducing its workforce size?

- Growing or expanding (increasing the total number of employees)
- Reducing (reducing the total number of employees)
- Staying the same
- Not sure

Part 2: Transportation Issues

4. In your opinion, what are the key transportation problems affecting the City of Fort Collins?

- Traffic Congestion
- Safety
- Lack of parking
- Poor access to businesses
- Lack of sidewalks and/or bike lanes
- Inadequate transit service
- Access to areas outside the City
- None
- Other: _____

5. What are the key transportation problems affecting your worksite(s)?

- Traffic Congestion
- Safety
- Lack of parking for employees
- Lack of parking for customers
- Length of employee commutes
- Accessibility to customers
- Access from local roads or arterials
- Transit convenience
- Safe and secure access to parking
- Lack of sidewalks and/or bike lanes
- None
- Other: _____

6. How do transportation problems affect your organization?

- More challenging employee recruitment
- Reduced employee productivity
- Higher employee turnover
- Transportation problems do not affect the organization
- Other: _____

Part 3: Commuting and Transportation Assistance**7. Are you familiar with the City of Fort Collins SmartTrips™ office?**

- Yes <Go to 7.a., 7.b., and then 8>**
 - 7.a.** If yes, has your company participated in any SmartTrips™ programs (please indicate)?
 - Carpool/SchoolPool
 - Vanpool
 - Transit
 - Telework
 - Freewheels
 - Bicycle/Pedestrian Education
 - Bike Month
 - Commuter Coach
 - DriveLess Challenge
 - Youth Drive Less Contest
 - Walk a Child to School Day
 - Library Clean Air Campaign
 - Other_____
 - 7.b.** Does your company offer any transportation programs or incentive beyond what the SmartTrips™ program provides (please indicate)?
 - Bus pass subsidies
 - On-site bus pass distribution
 - Matching employees to form carpools
 - Flexible work schedules (varying start and ending times)
 - Company sponsored vanpool service

- Vanpool subsidies
- Guaranteed ride home in case of emergencies
- Telecommuting options / working from home
- Bicycle amenities (bike racks, lockers, showers, etc.)
- On-site amenities (cafeteria, drycleaners, child care, etc.)
- Preferred parking for carpools /vanpools
- Compressed work scheduling (40hours in 4 days)
- Providing pre-tax bus pass purchase options for employee
- Rewards for employees who use alternative forms of transportation
- Assigning an employee to help and encourage employees to use alternative forms of transportation
- No transportation-related programs currently offered
- Other:_____

No

8. Does your company offer transportation programs or incentives for your employees?

Yes <Go to 8.a. and then 9>

8.a. Which of the following transportation related programs or incentives does your company offer?

- Bus pass subsidies
- On-site bus pass distribution
- Matching employees to form carpools
- Flexible work schedules (varying start and ending times)
- Company sponsored vanpool service
- Vanpool subsidies
- Guaranteed ride home in case of emergencies
- Telecommuting options / working from home
- Bicycle amenities (bike racks, lockers, showers, etc.)
- On-site amenities (cafeteria, drycleaners, child care, etc.)
- Preferred parking for carpools /vanpools
- Compressed work scheduling (40hours in 4 days)
- Providing pre-tax bus pass purchase options for employee
- Rewards for employees who use alternative forms of transportation
- Assigning an employee to help and encourage employees to use alternative forms of transportation
- No transportation-related programs currently offered
- Other:_____

No < Go to number 10>

9. Which of the following transportation related programs or incentives would your company consider offering?

- Bus pass subsidies
- On-site bus pass distribution
- Flexible work schedules (varying start and ending times)
- Company sponsored vanpool service
- Vanpool subsidies

- Matching employees to form carpools
- Guaranteed ride home in case of emergencies
- Telecommuting options / working from home
- Bicycle amenities (bike racks, lockers, showers, etc.)
- On-site amenities (cafeteria, drycleaners, child care, etc.)
- Preferred parking for carpools /vanpools
- Compressed work scheduling (40hours in 4 days)
- Providing pre-tax bus pass purchase options for employees
- Rewards for employees who use alternative forms of transportation
- Assigning an employee to help and encourage employees to use alternative forms of transportation
- Other: _____
- None of the above

10. To the best of your knowledge, how do your employees PRIMARILY commute to work? Please select an appropriate percentage range for each mode, even if 0%.

	0%	1-5%	6-10%	11-20%	21-40%	41-60%	> 61%
Transit							
Carpool							
Vanpool							
Bicycle							
Walk							
Work at Home							
Drive alone							
Other							

11. Is public transportation available at your worksite?

- Yes <Go to 11.a.>**
- No <Go to 12>**

11.a. Is there a bus route within ¼ mile of your worksite?

- Yes <Go to 11.b.>**
- No <Go to 12>**

11.b. How frequently does the bus arrive during morning and evening rush hour?

- 0-30 minutes
- 30-60 minutes
- One hour or more

12. Which of the following best describes parking availability to employees?

- Adequate (no parking shortages)
- Somewhat adequate (occasional parking shortages or other difficulties)
- Not adequate (parking shortages are common)

13. What type of parking is available for employees at this location?

- Company owned spaces
- Company leased spaces
- Off-site parking
- No designated parking

14. Do you provide parking benefits to employees?

- Yes, for all employees
- Yes, for some employees
- No, we do not provide any employees parking benefits

14a. <If Yes>**Do you pay ALL of your employee's parking costs?**

- Yes
- No
- Other: _____

14b. <If Yes>Amount of **monthly parking costs per employee** \$: _____

Number of employees receiving parking benefit: _____

15. How are work schedules arranged at your worksite?

- Arrival and departure times are set by the company
- Employees can shift arrival / departure times with prior approval
- Employees can shift arrival / departure times at their discretion

16. How much time is allowed for employees to “flex” their arrival and/or departure times?

- None
- 1 – 15 minutes
- 16 – 30 minutes
- 1 – 2 hours
- More than 2 hours
- No policy for flexing start/end times

17. Does your company have an employee(s) with responsibilities to help other employees with their commute?

- Yes
- No
- Not sure

17a. If <Yes>: If your company has an employee(s) with responsibilities to help other employees with their commute, how many staff hours per week are dedicated to this, on average?

18. Would your company be interested in participating in a transportation management association (TMA) designed to address transportation issues in Fort Collins? A TMA is typically comprised of public and private sector employers, developers, property owners

and government entities to help address local transportation problem and to encourage greater use of alternative modes of transportation.

- Yes**
- No**
- Not Sure**

- **18a. If <Yes> Please mark the top three items you would like an organization to focus on:**

- Advocacy for improved roads / transportation infrastructure
- Advocacy for new and/or improved transit services
- Advocacy for a circulator shuttle connecting activity centers
- Employee trip-assistance programs
- Ridematching services for carpools / vanpools
- On-site sale of bus passes
- Marketing and educational services on transportation options
- Parking management assistance

- **18b. If <Not Sure> Here is a list of potential services that a TMA could provide. Please mark the top three items that you think would be useful for an organization to provide:**

- Advocacy for improved roads / transportation infrastructure
- Advocacy for new and/or improved transit services
- Advocacy for a circulator shuttle connecting activity centers
- Employee trip-assistance programs
- Ridematching services for carpools / vanpools
- On-site sale of bus passes
- Marketing and educational services on transportation options
- Parking management assistance

- 19. Would your organization consider providing financial support such as membership dues to an organization that would work to improve transportation services, programs and infrastructure in Fort Collins and help your company promote alternative transportation options to your employees?**

- Yes
- No
- Don't know

- 20. Please provide contact information:**

Company Name: _____
 Contact Person: _____
 Address: _____
 Phone: _____
 Email: _____

- 21. Do you have any additional transportation related comments?**

THANK YOU FOR COMPLETING THE SURVEY!

Appendix B: Employer Survey Results

Fort Collins TMA Feasibility Study Survey Results Summary

The City of Fort Collins and the Colorado Department of Transportation are conducting a study to determine the feasibility of a Transportation Management Association (TMA). A TMA is typically comprised of public and private sector employers, developers, property owners and government entities in a certain area to help address local transportation problems and to encourage greater use of alternative modes of transportation. As part of that effort, an online survey was conducted to learn about transportation issues and concerns of area employers. A summary of survey results is included below.

1. What is the primary nature of your business?

Answer	Count	Percentage
Public Sector/Government	5	29.40%
Service	4	23.50%
Office	2	11.80%
Manufacturing	2	11.80%
Retail	2	11.80%
Education	1	5.90%
Other	1	5.90%

2. Approximately how many employees are employed at this worksite?

The average number of employees reported at the worksite was 211.6 employees. The maximum number was 1,400 employees and the minimum was 12 employees.

3. Is your worksite currently or in the near future expanding or reducing its workforce size?

Answer	Count	Percentage
Staying the same	9	52.90%
Growing or expanding	7	41.20%
Not sure	1	5.90%
Reducing	0	0.00%

4. In your opinion, what are the key transportation problems affecting the City of Fort Collins?

Answer	Count	Percentage
Traffic congestion	14	82.40%
Inadequate transit service	9	52.90%
Lack of sidewalks and/or bike lanes	7	41.20%
Lack of parking	4	23.50%
Access to areas outside the city	4	23.50%
Safety	2	11.80%
Poor access to businesses	1	5.90%

None	0	0.00%
Other: <ul style="list-style-type: none"> • Too many cars, not enough biking • Traffic signal system • Safety of bike lanes 	3	17.7%

5. What are the key transportation problems affecting your worksite(s)?

Answer	Count	Percentage
Traffic congestion	8	47.10%
Transit convenience	7	41.20%
Lack of parking for employees	5	29.40%
Lack of sidewalks and/or bike lanes	5	29.40%
Lack of parking for customers	3	17.70%
Length of employee commutes	3	17.70%
None	2	11.80%
Access from local roads or arterials	1	5.90%
Safety	0	0.00%
Accessibility to customers	0	0.00%
Safe and secure access to parking	0	0.00%

6. How do transportation problems affect your organization?

Answer	Count	Percentage
Transportation problems do not affect the organization	9	52.90%
More challenging employee recruitment	1	5.90%
Reduced employee productivity	1	5.90%
Higher employee turnover	0	0.00%
Other: <ul style="list-style-type: none"> • Parking problems • There are no local buses to our area • Employee dissatisfaction when they can not exit the parking lot due to traffic congestion. • Difficulty for customers 	4	23.50%

7. Are you familiar with the City of Fort Collins SmartTrips™ office?

Answer	Count	Percentage
Yes	14	82.40%
No	2	11.80%
No answer	1	5.90%

7a. If yes, has your company participated in any SmartTrips™ programs (please indicate)?

Answer	Count	Percentage
Bike Month	13	76.50%
DriveLess Challenge	10	58.80%
Freewheels	5	29.40%
Bicycle/Pedestrian Education	4	23.50%
Carpool/School Pool	2	11.80%
Telework	2	11.80%
Commuter Coach	2	11.80%
Vanpool	1	5.90%
Transit	1	5.90%
Youth Drive Less Contest	1	5.90%
Walk a Child to School Day	0	0.00%
Library Clean Air Campaign	0	0.00%
Other: <ul style="list-style-type: none"> SmartTrips surveys for vanpool, carpool and bus routes. 	1	5.9%

7b. Does your company offer any transportation programs or incentive beyond what the SmartTrips™ program provides (please indicate)?

Answer	Count	Percentage
Bicycle amenities (bike racks, lockers, showers, etc.)	8	47.10%
Flexible work schedules (varying start and ending times)	6	35.30%
Telecommuting options / working from home	4	23.50%
No transportation-related programs currently offered	3	17.70%
Compressed work scheduling (40hours in 4 days)	2	11.80%
Assigning an employee to help and encourage employees to use alternative forms of transportation	2	11.80%
On-site bus pass distribution	1	5.90%
Guaranteed ride home in case of emergencies	1	5.90%
On-site amenities (cafeteria, drycleaners, child care, etc.)	1	5.90%
Preferred parking for carpools /vanpools	1	5.90%
Rewards for employees who use alternative forms of transportation	1	5.90%
Bus pass subsidies	0	0.00%
Matching employees to form carpools	0	0.00%
Company sponsored vanpool service	0	0.00%
Vanpool subsidies	0	0.00%
Providing pre-tax bus pass purchase options for employee	0	0.00%
Other: <ul style="list-style-type: none"> Recognition from CEO for participation in Driveless program 	1	5.9%

8. Does your company offer transportation programs or incentives for your employees?

Answer	Count	Percentage
No	13	76.5%
Yes	4	23.5%

8a. Which of the following transportation related programs or incentives do your company offer?

Answer	Count	Percentage
Flexible work schedules (varying start and ending times)	3	17.65%
Bicycle amenities (bike racks, lockers, showers, etc.)	3	17.65%
Rewards for employees who use alternative forms of transportation	2	11.76%
Telecommuting options / working from home	1	5.88%
On-site amenities (cafeteria, drycleaners, child care, etc.)	1	5.88%
Compressed work scheduling (40hours in 4 days)	1	5.88%
Assigning an employee to help and encourage employees to use alternative forms of transportation	1	5.88%
Bus pass subsidies	0	0.00%
On-site bus pass distribution	0	0.00%
Matching employees to form carpools	0	0.00%
Company sponsored vanpool service	0	0.00%
Vanpool subsidies	0	0.00%
Guaranteed ride home in case of emergencies	0	0.00%
Preferred parking for carpools /vanpools	0	0.00%
Providing pre-tax bus pass purchase options for employee	0	0.00%
No transportation-related programs currently offered	0	0.00%

9. Which of the following transportation related programs or incentives would your company consider offering?

Answer	Count	Percentage
Flexible work schedules (varying start and ending times)	7	41.20%
Bicycle amenities (bike racks, lockers, showers, etc.)	7	41.20%
Rewards for employees who use alternative forms of transportation	6	35.30%
Assigning an employee to help and encourage employees to use alternative forms of transportation	6	35.30%
Bus pass subsidies	5	29.40%
Telecommuting options / working from home	5	29.40%
On-site bus pass distribution	4	23.50%
Guaranteed ride home in case of emergencies	4	23.50%

Compressed work scheduling (40hours in 4 days)	4	23.50%
Providing pre-tax bus pass purchase options for employees	4	23.50%
Preferred parking for carpools /vanpools	3	17.70%
On-site amenities (cafeteria, drycleaners, child care, etc.)	2	11.80%
None of the above	2	11.80%
Vanpool subsidies	1	5.90%
Matching employees to form carpools	1	5.90%
Company sponsored vanpool service	0	0.00%
Other	3	17.7%

10. To the best of your knowledge, how do your employees PRIMARILY commute to work? Please select an appropriate percentage range for each mode, even if 0%.

	0%	1-5%	6-10%	11-20%	21-40%	41-60%	> 61%
Transit	24%	35%	0%	0%	0%	0%	0%
Carpool	18%	35%	6%	6%	0%	0%	0%
Vanpool	41%	0%	6%	0%	0%	0%	0%
Bicycle	0%	47%	29%	18%	0%	0%	6%
Walk	12%	59%	6%	0%	0%	0%	0%
Work at Home	12%	35%	6%	0%	0%	0%	0%
Drive alone	0%	0%	0%	6%	0%	12%	76%
Other	6%	0%	0%	0%	0%	0%	0%

Note: Percentages shown reflect an average of all responses

11. Is public transportation available at your worksite?

Answer	Count	Percentage
Yes	10	58.80%
No	5	29.40%
No answer	2	11.80%

11a. Is there a bus route within ¼ mile of your worksite?

Answer	Count	Percentage
Yes	10	58.80%
No answer	7	41.20%
No	0	0.00%

11b. How frequently does the bus arrive during morning and evening rush hour?

Answer	Count	Percentage
No answer	13	76.5%
0-30 minutes	2	11.8%
30-60 minutes	2	11.8%
One hour or more	0	0.0%

12. Which of the following best describes parking availability to employees?

Answer	Count	Percentage
Adequate (no parking shortages)	8	47.1%
Somewhat adequate (occasional parking shortages or other difficulties)	7	41.2%
Not adequate (parking shortages are common)	2	11.8%

13. What type of parking is available for employees at this location?

Answer	Count	Percentage
Company owned spaces	8	47.1%
Company leased spaces	3	17.7%
Off-site parking	3	17.7%
No designated parking	2	11.8%
No answer	1	5.9%

14. Do you provide parking benefits to employees?

Answer	Count	Percentage
No, we do not provide any employees parking benefits	6	35.3%
No answer	5	29.4%
Yes, for all employees	5	29.4%
Yes, for some employees	1	5.9%

14a. If Yes, Do you pay ALL of your employee's parking costs?

Answer	Count	Percentage
No answer	12	70.6%
No	3	17.70%
Yes	1	5.90%
Other	1	5.90%

15. How are work schedules arranged at your worksite?

Answer	Count	Percentage
Employees can shift arrival / departure times with prior approval	8	47.10%
Arrival and departure times are set by the company	5	29.40%
Employees can shift arrival / departure times at their discretion	3	17.70%
No answer	1	5.90%

16. How much time is allowed for employees to "flex" their arrival and/or departure times?

Answer	Count	Percentage
--------	-------	------------

No answer	1	5.9%
None	4	23.5%
1 – 15 minutes	3	17.7%
16 – 30 minutes	0	0.0%
1 – 2 hours	3	17.7%
More than 2 hours	2	11.8%
No policy for flexing start/end times	4	23.5%

17. Does your company have an employee(s) with responsibilities to help other employees with their commute?

Answer	Count	Percentage
No	14	82.40%
Not sure	2	11.80%
Yes	1	5.90%

18. Would your company be interested in participating in a transportation management association (TMA) designed to address transportation issues in Fort Collins? A TMA is typically comprised of public and private sector employers, developers, property owners and government entities in a certain area to help address local transportation problems and to encourage greater use of alternative modes of transportation.

Answer	Count	Percentage
Not sure	8	47.10%
Yes	5	29.40%
No answer	2	11.80%
No	2	11.80%

18a. If Yes, Please mark the top three items you would like an organization to focus on:

Answer	Count	Percentage
Advocacy for new and/or improved transit services	5	29.40%
Advocacy for improved roads / transportation infrastructure	4	23.50%
Marketing and educational services on transportation options	2	11.80%
Ridematching services for carpools / vanpools	1	5.90%
Parking management assistance	1	5.90%
Advocacy for a circulator shuttle connecting activity centers	0	0.00%
Employee trip-assistance programs	0	0.00%
On-site sale of bus passes	0	0.00%

18b. If Not Sure, Here is a list of potential services that a TMA could provide. Please mark the top three items that you think would be useful for an organization to provide:

Answer	Count	Percentage
Advocacy for new and/or improved transit services	5	29.40%

Advocacy for improved roads / transportation infrastructure	4	23.50%
Marketing and educational services on transportation options	2	11.80%
Ridematching services for carpools / vanpools	1	5.90%
Parking management assistance	1	5.90%
Advocacy for a circulator shuttle connecting activity centers	0	0.00%
Employee trip-assistance programs	0	0.00%
On-site sale of bus passes	0	0.00%

- 19. Would your organization consider providing financial support such as membership dues to an organization that would work to improve transportation services, programs and infrastructure in Fort Collins and help your company promote alternative transportation options to your employees?**

Answer	Count	Percentage
Don't Know	10	58.80%
No	5	29.40%
No answer	1	5.90%
Yes	1	5.90%

- 20. Do you have any additional transportation related comments?**

- We are in a rapidly developing neighborhood at Drake and Timberline. There are now two high schools within a 1/4 of a mile of one another, much retail, and a large church. It seems that there should be a bus route that runs north/south on Timberline and one that runs east/west on Drake.
- Transit is lacking to many of our facilities, especially on Midpoint Drive. Transit system is not laid out so that it is conducive to commuting from much of the city.
- Bring back Driveless dollars.
- I am excited that you guys are doing this. I will help with anything that involves getting more people on bikes!

Appendix C: Stakeholder Interviews

UrbanTrans consultants completed several interviews with individual stakeholders from the area. The interviews were with the following:

- Karen Wagner, Larimer County Commission
- Ed Stoner, Old Town Square Properties
- Keith Ickes, Colorado State University
- David Lingle, Aller-Lingle Architects
- Glen Colton, Natural Resources Advisory Board

Interview questions were generally open ended, though the following questions were considered a guide for UrbanTrans Consultants staff who conducted the interviews:

1. What, in your opinion, are the major transportation issues currently facing the City of Fort Collins?
2. What, in your opinion, are the major transportation issues affecting your business? How do these issues impact your ability to conduct business?
3. Are you familiar with the local programs/organizations that assist commuters and travelers by providing information about bus, vanpooling and carpooling?
4. In your opinion, is it important for a community to provide information/education/services to promote and provide multiple modes of transportation (i.e. bus, vanpool, carpool, bicycling)?
5. The purpose of this study is to determine if there is interest among Fort Collins stakeholders (employers, public agencies, developers, schools and universities) in creating an organization that would help advocate and alleviate transportation issues within Fort Collins. What are your thoughts on the formation of such an organization? Is one needed?
6. How could such an organization benefit your company? What would you like the organization do for you?
7. If such an organization existed, how would you envision your company's involvement?

A summary of each interview is included below.

Key Fort Collins Transportation Issues

- Traffic
- Transit
- Parking

Transportation Management Association Interest

- Needs a clear purpose
- Could be a forum for regional advocacy and visioning needs

	Key Transportation Issues	TMA Interest
<i>Ed Stoner, Old Town Square Properties</i>	<ul style="list-style-type: none"> - Congestion - Intersection of Timberline and Prospect - Congestion is a big issue for Downtown retailers - Parking less of an issue than used to be 	<ul style="list-style-type: none"> - Organization should takes a pragmatic look at what the most effective and efficient solutions are - Not interested in simply supporting transit but would support an organization that looked at what would get the biggest bang for the buck

		such as intersection improvements (reduce congestion)
Glen Colton, Natural Resources Advisory Board, Citizen Planners	<ul style="list-style-type: none"> - Lack of convenient transit service - Need for non single occupant vehicle ways to access Denver - Current focus on regional transportation infrastructure should be secondary to focus on improvements to local infrastructure improvements - Need to look at non-roadway solutions to growth and transportation issues. Link planning, developments and transportation better; reduce reliance on car as mode to move around from planning stage on. - Need to move beyond roads as the main answer to transportation problems. 	<ul style="list-style-type: none"> - Such an organization may work but would require broad representation - Worried about organization being over-represented by business interest - Need for general public to be involved - TMA could help other local groups such as Rocky Mtn. Sustainable Living Association and Community Planning groups to achieve comprehensive improvements in planning, transportation and growth
David Lingle, Aller-Lingle Architects	<ul style="list-style-type: none"> - The main transportation issue is the connection to Denver - Not a lot of big issues in the City itself - Street capacity is fine inside City - Expected commutes from Fort Collins to Denver will be about two hours but if it gets that bad people will opt to live closer to work- people won't drive that long. This is often overlooked yet mirrors the City's efforts to increase TOD, mixed-use - Don't want to rely on building more roadways 	<ul style="list-style-type: none"> - Transportation is not a huge issue to his small business - Most employees commute from Fort Collins to his North Fort Collins location with ease (except during August when students return and during holiday shopping times) - Such an organization may be duplicative to SmartTrips mission. There is no need for two doing the same thing unless funding for SmartTrips is ending. - If an organization exists it should be voluntary and targeted at large businesses - No taxing authority recommended particularly due to lack of political support for transit in Fort Collins
Karen Wagner, Larimer County Commission	<ul style="list-style-type: none"> -Regional Access -Regional Transportation Authority -ParaTransit -Need Improved Transit -Can't build way out of congestion -Concerns about Tolling -Access is generally ok 	<ul style="list-style-type: none"> -Committed to insuring integrated and convenient multimodal system -Think Regionally -TMA needs a clear and well defined purpose -Could provide the forum for RTA

	<ul style="list-style-type: none"> -Parking is a potential problem -Highway 14 Issues 	<p>visioning</p> <ul style="list-style-type: none"> -Needs to focus on advocating for transit improvements -Promotion of Travel Options is important -Public Private Partnerships are important
<p>Keith Ickes, Colorado State University</p>	<ul style="list-style-type: none"> -Impact of growth -Longer commutes among faculty -Parking is not a problem on campus, plenty of land and only \$95 annual cost for parking -University participates in transit center -Students are served well by transit, their long term commitment is uncertain - Bicycling is popular 	<ul style="list-style-type: none"> -Supportive of transportation options -Campus does promote some alternatives through the student office and the University police -Supportive of the TMA concept, though uncertain what financial level of support could be provided given budget constraints.

Appendix D: Case Studies

I. Missoula Ravalli Transportation Management Association (MRTMA)

Based in Missoula, Montana, the Missoula Ravalli Transportation Management Association (MRTMA) provides transportation choices to residents of Missoula, Ravalli and Lake Counties. The mission of the organization is:

To create a more livable region, MR TMA promotes the availability of transportation options to effect reduced use of the single occupancy vehicle. To accomplish this, MR TMA will provide ridesharing programs, ride matching and scheduling services and coordination of park & ride facilities. MR TMA will also work with its public and private sector partners to serve as a convenient clearinghouse for information on other transportation choices.

The organization is overseen by a board of nine community members including three representatives from Ravalli County, five from Missoula County and one from Lake County. In 2003, MR TMA set the following goals for the program¹:

- Goal 1: Increase Regional Non-SOV Trips:
- Goal 2: Provide Regional Education on Transportation Demand Management:
- Goal 3: Create an Organizational Development Strategy
- Goal 4: Create Partnerships to Support MR TMA's Efforts/Missions
- Goal 5: Coordinate and Facilitate Options for Transportation Disadvantaged

Given this mission and these goals, MR TMA's focus has been on ridesharing, specialized transportation services and employer outreach programs. The TMA currently operates and manages the online rideshare system, vanpooling, a Community Needs Van Service (CNVS) and conducts employer outreach. Additionally, the TMA in cooperation with Montana DOT coordinates park-n-rides for in major commute corridors as well as specifically for use with vanpool and carpool customers. Additionally, in partnership with Missoula In Motion, the TMA provides TDM and alternative mode educational outreach to elementary, middle and high school students in Missoula, Ravalli and Lake Counties. The TMA also operates a Guaranteed Ride Home program and partners with local transportation committees and transportation planning groups to collaborate and develop efficient transportation services.

As of January 2006, the TMA staff is comprised of three full-time and two part-time employees. The three full-time staff include; one Director of Community Affairs who serves as the executive director, one vanpool coordinator and one canvas coordinator dispatcher. Part-time at twenty hours a week are an administrative assistant and a school outreach coordinator. Additionally, the TMA employs four drivers at 15-20 hours a week for the CNVS program.

MRTMA is primarily funded through State CMAQ funds passed down directly from the Montana Department of Transportation. Local partner agencies, such as the Missoula Parking Commission, City of Missoula, St. Patrick's Hospital and the University of Montana provide the local match. The total budget for the program is \$195,000 with 87 percent of funds coming from the State DOT in the form of CMAQ funds (total \$169,650) with 13 percent funded by local agencies (total \$2,535.00). State legislation recently passed in Montana allows the State to fund CMAQ projects beyond the original three-year maximum funding allowed resulting in CMAQ as a long-term sustainable funding source.

¹ Missoula Ravalli Transportation Management Association Five-Year Strategic Plan; September, 2003.

MR TMA at a Glance**Mission**

To create a more livable region, MR TMA promotes the availability of transportation options to effect reduced use of the single occupancy vehicle. To accomplish this, MR TMA will provide ridesharing programs, ride matching and scheduling services and coordination of park & ride facilities.

MR TMA will also work with its public and private sector partners to serve as a convenient clearinghouse for information on other transportation choices.

Programs²

- Ridesharing: manage regional rideshare database
- Vanpooling: operate regional vanpool program
- Community Needs Van Service (CNVS): Operate transportation services for Seniors and disabled community residents
- Park & Ride: coordinate designated park & rides
- Guaranteed Ride Home: manage program for vanpoolers and carpoolers, transit pass holders and other alternative mode users
- School Outreach: TDM student education and outreach
- Specialized Transportation Coordination: planning and collaboration with local agencies

Staff

- Three full-time (director, vanpool coordinator, canvass coordinator)
- Two part-time (admin assistance & school outreach)
- Four part-time CNVS drivers

Board

- 9 members
 - 3 from Ravalli County
 - 5 from Missoula County
 - 1 from Lake County

Budget

- \$195,000
- 87% CMAQ through State: \$169,650
- 13% local match: \$2,535.00

Organization Tax Status

- 501©3

² Summarized from Five-Year Strategic Plan; September, 2003.

II. Boulder East Commuter Transportation Options

Based in Boulder, Colorado, the Boulder East Commuter Transportation Options (Boulder East CTO) was officially formed in December 2004 is a local transportation management association. The Boulder East CTO serves employers and commuters in a clearly defined area of east Boulder. The mission of the organization is:

Boulder East TMA was created in 2004. In support of the city of Boulder's Transportation Master Plan, Boulder East provides Transportation Demand Management services, information, and advocacy to improve access to employment centers in the Boulder East area for employees and customers while reducing traffic congestion and its resulting air pollution.

Prior to the organization's official formation, the City of Boulder provided a grant to develop the organization. Funds were used to the organization to shape the mission and programs, conduct outreach to businesses and garner community support for the organization. After one year of planning, the Boulder East CTO incorporated as a 501©3. The organization is overseen by a board of eight community members including representatives from the Regional Transit District (RTD), the City of Boulder and major employers in the area.

In 2005, the CTO asked 30 business partners to prioritize transportation programs and services they desired from the organization. Expansion of EcoPass, a bike pool program and local shuttle service were prioritized. Within the first year, the Boulder East CTO accomplished all three of these programmatic goals and developed two banner programs.

The first provides employers tailored alternative mode transportation program development. Boulder East CTO staff meet one-on-one with the employer to assess the businesses transportation needs and create a unique transportation program. The program usually entails two to three weeks of targeted work with the employer and marketing and outreach to the employees. As the program is grant funded, services are provided free of charge to employers. Often, employers provided additional funds to supply prizes and incentives for employees to encourage alternative mode usage.

The second program is a Bike Pool program which supplies participating businesses with a community bike for use during the day by employees. Employees reserve the bikes through an online reservation system which duplicates as a reporting tool providing employees with calories burned and gas costs saved from using the bike. Helmets, bike pumps, tubes and bike locks are provided with the bikes. Additionally, through an agreement with a local bike shop, the bikes receive on-going maintenance and bike shop staff are available to respond to cycling emergencies (such as flat tires or mechanicals that occur while using the bike).

The Boulder East CTO is managed by two staff; one full time and one part-time. Unlike other TMAs the Program Coordinator is a part-time employee and the Marketing and Outreach Coordinator is a full-time position. Complimenting the staff is a hired bookkeeper responsible for fiscal management of the organization.

The Boulder East CTO's current budget is \$180,000 with fifty percent of total funds provided by a CMAQ grant. A little less than 25 percent of the budget is provided by the City and a little less than 25 percent is provided by RTD. The remaining is raised through local businesses. The organization has prioritized growing its membership base of 10 members to 30-40 members to further diverse revenue sources and better meet community needs.

Boulder East CTO at a Glance**Mission**

Boulder East TMA was created in 2004. In support of the city of Boulder's Transportation Master Plan, Boulder East provides Transportation Demand Management services, information, and advocacy to improve access to employment centers in the Boulder East area for employees and customers while reducing traffic congestion and its resulting air pollution.

Programs

- Employer Transportation Program Development
- Bike Pool Program

Staff

- One part-time Program Coordinator
- One full-time Marketing and Outreach Coordinator (currently working ¾ time by independent choice)
- Bookkeeper (contract employee)

Board

- 8 members (goal to grow to 15 this year)
 - 1 City of Boulder
 - 1 RTD
 - 6 Businesses

Budget

- \$180,000
- 50% CMAQ
- > 25% City of Boulder
- > 25% RTD
- Remaining local businesses

Organization Tax Status

- 501©3