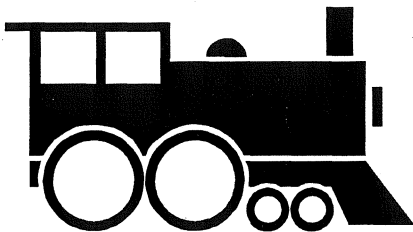


**PROGRAMS AND SERVICES FOR THE LOWER MAIN  
LINE TRANSPORTATION MANAGEMENT ASSOCIATION**

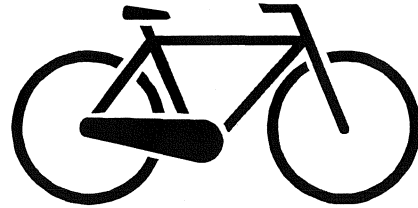
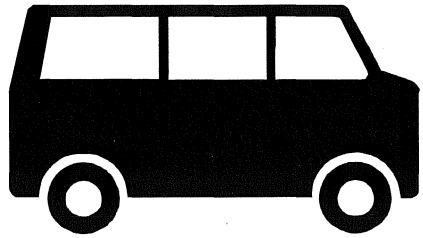
**FINAL REPORT**



**DELAWARE VALLEY REGIONAL PLANNING COMMISSION**







**PROGRAMS AND SERVICES FOR THE LOWER MAIN  
LINE TRANSPORTATION MANAGEMENT ASSOCIATION**

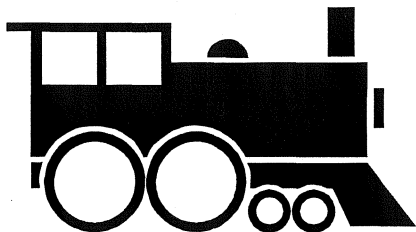
**FINAL REPORT**

**October 1993**



**DELAWARE VALLEY REGIONAL PLANNING COMMISSION**

**The Bourse Building, 8th Floor  
21 South 5th Street, Philadelphia, PA 19106**



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Created in 1965, the Delaware Valley Regional Planning Commission (DVRPC) is an interstate, intercounty and intercity agency which provides continuing, comprehensive and coordinated planning for the orderly growth and development of the Delaware Valley region. The region includes Bucks, Chester, Delaware, and Montgomery counties as well as the City of Philadelphia in Pennsylvania, and Burlington, Camden, Gloucester, and Mercer counties in New Jersey. The Commission is an advisory agency which divides its planning and service functions among the Office of the Executive Director, the Office of Public Affairs, and three line divisions: Transportation Planning, Regional Information Services Center which includes the Office of Regional Planning, and Finance and Administration. DVRPC's mission for the 1990s is to emphasize technical assistance and services and to conduct high priority studies for member state and local governments while determining and meeting the needs of the private sector.



The DVRPC logo is adapted from the official seal of the Commission and is designed as a stylized image of the Delaware Valley. The outer ring symbolizes the region as a whole while the diagonal bar signifies the Delaware River flowing through it. The two adjoining crescents represent the Commonwealth of Pennsylvania and the State of New Jersey. The logo combines these elements to depict the areas served by DVRPC.

DELAWARE VALLEY REGIONAL PLANNING COMMISSION

Publication Abstract

<p>TITLE</p> <p>Programs and Services for the Lower Main Line Transportation Management Association</p>	<p>Date Published: 1993</p> <p>Publication No. 93033</p>
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ABSTRACT

This report identifies a "menu" of travel demand management programs that the Lower Main Line TMA could offer its members. It then describes services taken from the "menu" which the TMA members want the TMA to provide for them. Finally, a two-year budget, mission and goals statement, and organization structure are recommended.

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## EXECUTIVE SUMMARY

The Lower Main Line Transportation Management Association is a transportation service organization for its members in Radnor Township, Delaware County and the Bryn Mawr and Rosemont sections of Lower Merion Township, Montgomery County. These members are employers, developers, businesses, educational and health institutions, and local governments.

DVRPC, in this project, designed services for the TMA to provide to its members. This report first describes a "menu" of services that the TMA potentially could provide. It then discusses the services the TMA members want the TMA to provide for them; this information is based on personal interviews. Based upon the desired services, a recommended TMA budget is presented. Finally, a mission and goals statement and organization structure are recommended and conclude this report.

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## CHAPTER I

### INTRODUCTION

The Lower Main Line Transportation Management Association (TMA) was incorporated in June 1992 in order to improve mobility and air quality, reduce traffic congestion, increase labor access to jobs, and enhance the quality of life in the Lower Main Line area (see Figure I for the TMA's service area.) The 1991 report, *Radnor Transportation Forum, A Public-Private Partnership for Transportation Improvement, Travel Demand Management Issue Identification Report*, prepared by the Delaware Valley Regional Planning Commission (DVRPC), identified the key transportation issues that Lower Main Line area employers, developers, and government officials believe need to be addressed.

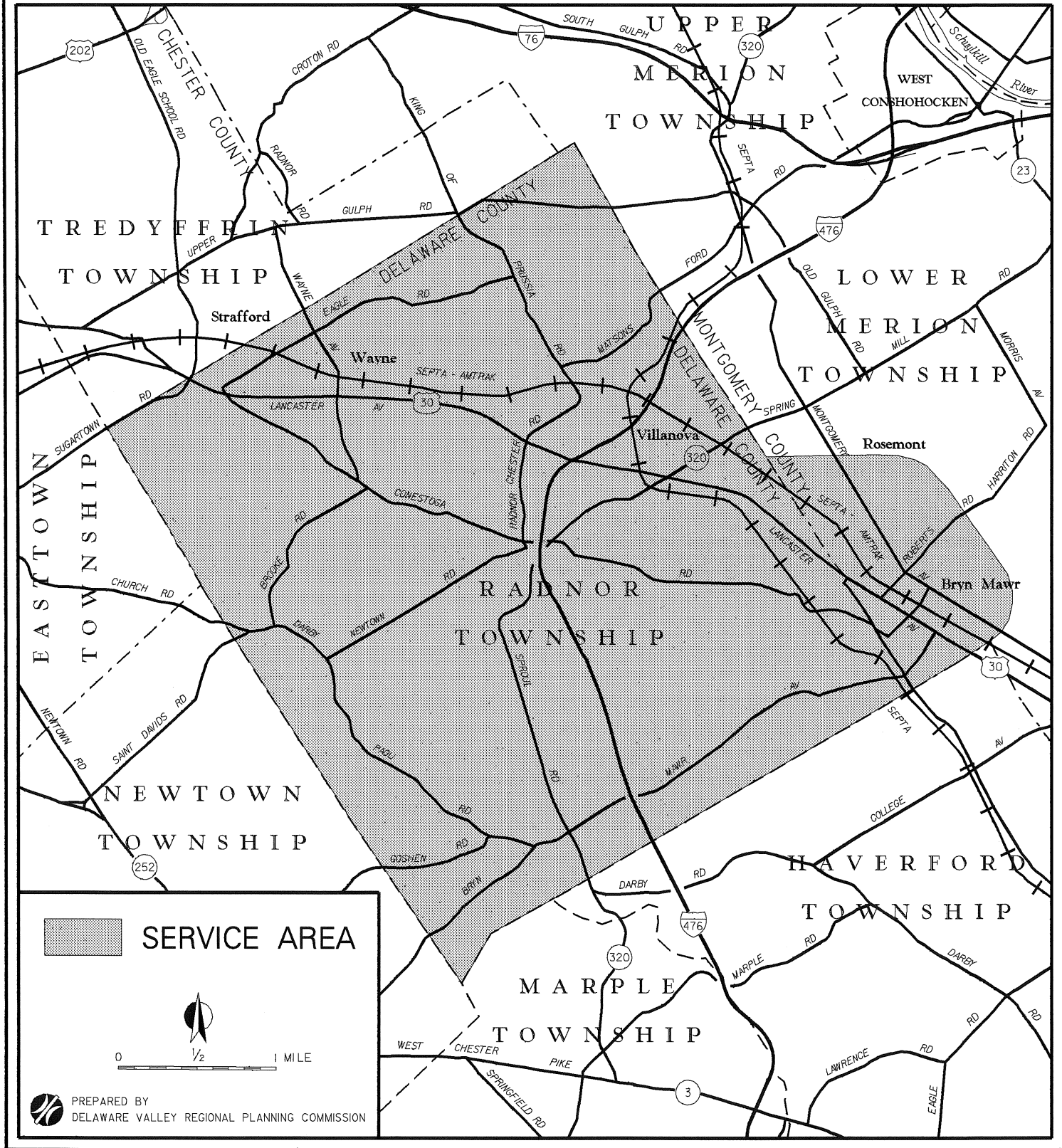
A coordination committee was established to review DVRPC staff's draft reports for both the program identification and program design work. It was composed of representatives from the following private and public sector employers:

- Bryn Mawr Hospital
- Chilton Company
- Day & Zimmerman
- Pennsylvania Department of Transportation, District 6-0
- Radnor Corporation
- Radnor Township
- Radnor Township School District
- TV Guide
- Villanova University
- Wyeth-Ayerst Laboratories

This committee provided comments on the draft reports so that the TMA's work program and goals will be realistic and achievable.

Chapter II is a "menu" of services from which the TMA can choose and prioritize its work program. Chapter III chooses programs from this menu and custom designs TMA services to the Lower Main Line's unique characteristics.

Figure 1  
 LOWER MAIN LINE TMA SERVICE AREA



## CHAPTER II

### LOWER MAIN LINE TMA PROGRAM IDENTIFICATION

Based upon the issues that were targeted in the issue identification report, programs can be emphasized for the TMA so that their feasibility, scale, function, and cost can be examined in the program design phase. The major issues cited were highway congestion, traffic flow improvements, parking problems, bus transit routing, lack of paratransit, transit/ridesharing financing, and areawide coordination of emergency travel.

The following programs can potentially address those issues:

1. A forum for discussing transportation issues and solving problems
2. Custom transit and ridesharing services
3. Shuttles
4. Guaranteed ride home program
5. Parking management
6. Subsidies provided by employers to those employees who do not drive alone to work
7. Alternate work schedules/telecommuting
8. Commuter assistance center
9. Clean Air Act compliance programs
10. Bicycle facilities
11. Pedestrian facilities
12. Lobbying for transportation improvements and programs

These programs should be evaluated for implementation as a total package or in clusters so that they can complement each other. One of these programs by itself will not have a large impact. For example, encouraging car pooling alone will not be successful at reducing traffic congestion and air pollution. Most employees believe that car pooling is less convenient than driving alone because they use their cars for errands, and work place parking is free. In order to encourage car pooling, a car pool program should be undertaken at the same time as a guaranteed ride home program, shuttles to stores and restaurants, parking management, and subsidies.

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### *A. Forum for Discussing Transportation Issues*

A TMA is, above all, a forum where its members can discuss common transportation issues of concern to them all. It also provides a means to share experiences and expertise, which will lead to solutions to problems. Employers might discover, for example, that other employers in the area share the same problem. They can then develop a program that the TMA can provide for those employers. This would be an instance where the TMA can provide an "economy-of-scale" solution, where multi-company programs have a lower per employer cost than individual employer programs.

### *B. Custom Transit and Ridesharing Services*

Traditional fixed-route transit cannot conveniently serve the majority of Lower Main Line employees, who primarily reside in low-density suburban areas. Figure XXII of the issue identification report shows that Lower Main Line employees live throughout the western and northern suburbs of Philadelphia, from Collegeville to Pottstown to Marcus Hook. While some of these areas have direct and convenient transit service to the Lower Main Line (from Norristown, Philadelphia, and Paoli), most of these areas do not.

The Lower Main Line TMA can design and provide ridesharing and transit services that are customized to individual employers' and employees' needs. In conjunction with the other programs that are recommended, these ridesharing and transit services could be better used than conventional fixed-route transit.

The types of programs the TMA can design and provide are car pools, van pools, bus pools, and express buses. To deliver these services, the TMA must determine the starting points (homes) and ending points (work sites) of individual employees' morning commutes. The density of the starting points and distance from home to work determines the type of service that can be supported.

For example, Figure XXII of the issue identification report indicates that between 101 and 250 Lower Main Line employees live in the zip code in the Collegeville, Skippack Township, and Worcester Township area of Montgomery County. This may support a van pool or bus pool. Convenient and direct service such as this may encourage commuters to stop driving alone to work.

DVRPC has done several employee surveys which have shown how many errands employees accomplish with their cars during the day, either on the way to work, at lunch, or on the way home. Most employees seem to combine as many errands as they can into their work trips. This would seem to conflict with employees car pooling every day. So a more acceptable concept to many of these employees would be a one day per week car pool. This would still permit them to run errands with their cars four days per week.

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A number of park and ride lots are being planned for throughout the Philadelphia region. The car pools, van pools, bus pools, and express buses that are established by the Lower Main Line TMA can use these lots as staging areas for those employees who rideshare. Park and ride lots are planned along I-95 in Bucks and Delaware Counties, along I-476 in Montgomery and Delaware Counties, and along the Pennsylvania Turnpike and its Northeastern Extension.

The TMA could also contract for other types of non-traditional transit services. These could include late night transit for employees who work night shifts and hospital patient transportation. The TMA could also help local schools and colleges to more efficiently use their bus fleets.

The TMA, individual employers, or groups of employers should work with SEPTA and private transit providers to determine the best way to implement these services at the lowest cost to the area's employees and employers. The transit operators who are members of the Competitive Transit Alliance, Community Transit of Delaware County, Montgomery County Paratransit Association, and SEPTA are potential providers of these services.

### *C. Shuttles*

In order to provide employee mobility in the immediate TMA area and encourage ridesharing and transit use, shuttle service should be established. The shuttles will have four purposes: (1) connecting SEPTA R5 and Norristown High Speed Line stations with Lower Main Line work sites (similar to the shuttle from the Radnor train station to the Radnor Corporate Center), (2) providing service at midday to stores and restaurants, (3) providing transportation for employees who need to go from one work site to another, and (4) providing joint service between area hotels and Philadelphia International Airport and Amtrak stations.

SEPTA's regional commuter rail system and the Norristown High Speed Line will be more useful to Lower Main Line employees if they have a means of getting from a Lower Main Line train station to work sites not within a convenient walking distance. If a shuttle could carry them to their work sites at the end of their train rides, employees who live near a train station could walk, bicycle, or drive to that station and use transit for their work trips.

The shuttles would be used all day, not just during morning and afternoon commuting periods. During midday, shuttles could carry employees to restaurants for lunch and to stores for shopping and errands. The shuttle would substitute for cars and allow employees who run errands during their breaks to rideshare or take transit to work.

During the rest of the day, shuttles could be used for transporting employees within the Lower Main Line area, either to travel between different work sites of the

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same company or between different companies. Shuttle use would enable employers to reduce the number of their company owned vehicles.

Area hotels could possibly operate joint shuttles to Philadelphia International Airport to save money on courtesy shuttle van access fees the airport charges. Shuttles could also provide service to Amtrak stations in Philadelphia, Wilmington, and on the Harrisburg line.

As with the transit service provided for commuting, the TMA or the employers should work with public and private transit operators to secure the lowest cost services that meet their needs. The Competitive Transit Alliance, Community Transit of Delaware County, Montgomery County Paratransit Association, and SEPTA are potential providers of shuttle service.

#### *D. Guaranteed Ride Home Program*

Guaranteed ride home (GRH) programs are a safety net for employees who car pool, van pool, or use transit. They allow employees to rideshare worry-free, confident that their employers have programs that will provide a ride in case of emergency. A GRH program removes the often cited reason for not ridesharing - that they won't have a vehicle in an emergency, or if they have to work late and miss their car pool.

The experience with GRH programs around the country has been that employees rarely use the service. The number of emergencies is extremely low, but a GRH program is a good insurance policy for those emergencies that do occur, albeit rarely, and an effective incentive for ridesharing.

A GRH program can take many forms: an employer can use company vehicles, a local taxi or paratransit company under contract, rental cars, or the vehicles that are used in the shuttle service described above. The employer or group of employers also determines policy on eligibility requirements, methods of payment, and other procedures. The costs experienced by operating programs have been extremely low.

#### *E. Parking Management*

As long as plenty of free parking is available to Lower Main Line employees, most people will continue to drive alone to work. Incentives to rideshare and use transit, and disincentives to drive alone are needed. One disincentive is to limit parking for solo drivers or charge them a fee to recover the cost of that parking space (not to mention the cost to society of the air pollution they produce and energy they use). An incentive would be to allow drivers to park free if they rideshare at least one day per week.

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Employers can assess parking charges as part of a transportation allowance program. This is a more equitable way to charge for parking. Each employee receives a monthly allowance of, say, \$60 for transportation costs. Those who drive alone are charged \$60 per month to park. Those who use an alternate mode keep the \$60 as an incentive to use that alternate mode.

As discussed in the issue identification report, approximately 2,000 parking spaces at a cost of at least \$10,000,000 will be needed in the next three years in the Lower Main Line area. If a one day per week ridesharing program were in place, the construction of 400 new spaces could be avoided. This would save employers or developers at least \$2,000,000; these employers or developers should then be willing to (1) pay the TMA a portion of this saving to design and implement ridesharing and transit programs, and (2) subsidize their employees to car pool, van pool, take transit, or bicycle to work. (See discussion of employee subsidies below.)

An inexpensive parking incentive that employers can provide is preferential locations for car pool and van pool spaces. Having these spaces near the buildings' entrances will encourage employees to car pool or van pool.

Another way to manage parking is to limit its supply. The townships can amend their zoning ordinances to require less parking than typical minimum parking requirements. If less parking is required on a township-wide basis, adjacent employers or developers within the township will not be at a disadvantage to each other. If the township requires less parking, it will provide employers with an incentive to increase ridesharing. The land on which parking spaces would have been built could then be used for more productive purposes, such as offices, a day-care center, or other amenities.

#### *F. Employee Subsidies to Use Alternate Modes of Travel*

An incentive to use modes of travel other than driving alone is an employer subsidy of employees' car pool, van pool, transit, bicycling, and walking costs. Most employees are subsidized for the full cost of the parking spaces they use. It is only fair that employers give at least an equal subsidy to modes of travel more efficient and less polluting than the single-occupant car.

The Internal Revenue Service permits employers to give each of their employees \$60 per month (\$720 per year) tax free to defray the cost of riding transit, a bus pool, a van pool, or a 7 person car pool. Vouchers such as those provided in DVRPC's Commuter Benefit Program can be provided to employees.

One source of employer revenue for employee transit, ridesharing, bicycling, and walking subsidies can be parking fees. Solo drivers could be charged a fee for driving alone and for the parking space. The employer could use this money to pay employees who use an alternate mode of travel.

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### *G. Alternate Work Hours/Telecommuting*

Employers can help to reduce congestion and encourage ridesharing by promoting alternate work hour arrangements. The three most common and successful methods are flextime, compressed weeks, and telecommuting.

Flextime allows employees to alter their hours slightly to avoid peak traffic congestion times. The number of hours worked each day remains the same, but the starting and ending times are shifted. For example, instead of working 8:00 to 5:00, employees may be allowed to work 7:30 to 4:30 or 8:30 to 5:30. The employer can mandate that all employees be at work a certain number of "core" hours, such as 9:00 to 4:00, so that internal and external meetings can be scheduled. If a company is encouraging car pooling and van pooling, flextime allows employees to shift their schedules to participate in a ridesharing arrangement.

Compressed weeks usually are of two types: "4-40" and "9-80." A "4-40" week is when an employee works four days instead of five, but still works the same number of hours; they would work ten hours a day for four days instead of eight hours for five days. A "9-80" schedule is when an employee works nine days instead of ten in a two week period, working approximately nine hours a day. In a "4-40" week, 20% of an employees' work trips are eliminated each week. In a "9-80" schedule, 20% of work trips are eliminated each fortnight, or 10% each week.

Telecommuting totally eliminates work trips because employees work at home. In some cases, they would travel a shorter distance to a neighborhood work center.

### *H. Commuter Assistance Center*

A TMA can provide a commuter assistance center in its offices. Information on commuting alternatives can be provided for employers and individual commuters. The information could include transit routes and schedules, car pool matching, and transit pass sales. A telephone hotline could be installed for those unable to visit. The center should be easily accessible by transit.

### *I. Bicycle Facilities*

The Lower Main Line has several characteristics that make it amenable to bicycle commuting. Outside of the office core area around the train and trolley stations (Radnor and St. Davids Corporate Centers/Wyeth-Ayerst area), most of the Lower Main Line is residential. Compared with sprawling employment areas such as King of Prussia and the Airport-Marcus Hook corridor, the Lower Main Line's employment center is fairly concentrated, almost entirely surrounded by residential areas where many Lower Main Line employees live. This relatively short distance for commuting by Lower Main Line residents is ideal for bicycle commuting. Replacing

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the most polluting type of automobile trip (short ones from cold starts) with bicycle trips will significantly reduce air pollution as well as traffic congestion.

The proposed park and ride lot at the Radnor train and trolley stations should include bicycle parking and storage facilities. Because of the environmental and community impacts that this facility will have, it is an ideal situation for the encouragement of bicycling. Rail commuters who park at these stations and who live within two or three miles of the stations should be encouraged to bicycle. This will reduce the short auto trips and cold starts which contribute a significant amount of pollution, reduce the size of the park and ride lot, thus reducing the cost, and reduce the impact on the community.

There is a significant student population in the Lower Main Line area. The Radnor School District schools, Villanova University, Eastern Baptist College, Bryn Mawr College, Rosemont College, and several private schools all have a significant number of bicyclists. All of these institutions would undoubtedly like to spend less money on parking facilities for automobiles; one of the ways to do this would be to continue to encourage bicycling.

Several types of facilities are needed to increase the amount of bicycle commuting in the Lower Main Line area. First, safe roads which have paved shoulders or wider curb lanes will encourage bicycling to work. Second, parking or storage facilities at work are necessary. Third, paved paths that reduce commuting distances or offer a safer or quieter commute are helpful in some instances. For example, the former Philadelphia & Western trolley right-of-way can be preserved for a bicycle commuting and recreational path to bypass Lancaster Avenue. Or the TMA can work with PennDOT to develop a bicycle path in the I-476 right-of-way, similar to what was done in Nether Providence Township.

The TMA can help to plan for these programs and lobby for their construction. It can work with PennDOT and municipal governments to install paved shoulders, wider curb lanes, or paved paths. The TMA can also purchase bicycle parking or storage facilities at bulk rates for its members.

#### *J. Pedestrian Improvements*

Facilities that encourage walking will encourage more people to leave their car at home. Employees who live close enough to walk to work and employees who take transit to work will only seriously consider walking and using transit if this can be done safely and conveniently.

Several types of pedestrian improvements are necessary that would encourage walking and commuting on transit. Sidewalks need to be provided and maintained along all streets and roads to prevent accidents between vehicles and pedestrians who might otherwise have to walk in the street. Sidewalks need to be built and maintained from train and trolley stations and bus stops to work sites,

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stores, restaurants, etc. In some cases, pedestrian access through large blocks needs to be provided so long and circuitous routes can be reduced. Bridges or tunnels may be necessary to cross a major highway.

Sidewalks may be necessary in residential areas, as well. Radnor Township has a large number of schools and many school buses travel township roads every day. Where sidewalks in residential areas do not exist, school buses must stop at every house where students live. On busy roads, this can lead to major traffic jams. Sidewalks in these areas would allow students to walk safely to a corner and allow the bus to pick up many students at once.

#### *K. Programs to Comply with Clean Air Act*

The federal Clean Air Act Amendments of 1990 require all Lower Main Line area employers with 100 or more employees to get their employees to reduce their solo driving to work. This is because one of the major causes of air pollution is the large number of employees who drive alone to work. These employers will have to prepare a plan no later than November 1994 that indicates how they will increase their average vehicular occupancy rate (the number of persons in each vehicle) to 25% above the current regional rate. They must achieve the higher rate no later than November 1996.

The Lower Main Line TMA will be able to assist its members with complying with these requirements. The TMA can evaluate current employer commuter characteristics; prescribe, design, and review programs to increase ridesharing and transit use; evaluate programs after they have been established; and undertake periodic surveys of commuter travel.

#### *L. Lobbying*

The TMA, if incorporated as a 501 (c)(4) organization, can lobby on behalf of its members. The TMA could lobby for highway or traffic signal improvements, mass transit service or station improvements, or any type of funding or programs that may be helpful to its members.

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## CHAPTER III

### MEMBER SERVICES FOR LOWER MAIN LINE TRANSPORTATION MANAGEMENT ASSOCIATION

#### A. *Employer Interest in TMA Services*

DVRPC's needs assessment report (Radnor Transportation Forum, A Public-Private Partnership for Transportation Improvement, Travel Demand Management Issue Identification Report) and personal interviews with ten firms helped to determine which services Lower Main Line employers would like the TMA to provide for them. The needs assessment report determined which issues were important to employers and in which transportation programs they would have an interest in participating. The personal interviews were more specific and occurred after the business community was aware of the employer trip reduction (ETR) requirements of the Clean Air Act Amendments of 1990.

Table I displays the results of the personal interviews. The names of the firms, which included businesses, educational and health-related institutions, a developer, and a local government, have been removed to protect their anonymity. These interviews were conducted and this matrix was prepared in order to determine the relative priorities of the potential TMA services. For example, six firms said that they would like the TMA to provide assistance with ETR compliance. This particular TMA service was the most important to these firms.

This chapter prioritizes TMA services according to the priorities expressed by those interviewed. In some cases, the services are not prioritized in exactly the same order. For example, the guaranteed ride home program was cited by only two firms (see Total column in Table I). Since nationwide experience has shown that, in order for a ridesharing program to be successful or for employees to use public transit, a guaranteed ride home program of some kind must be in place to ensure that they will be able to get home for an emergency or if they must unexpectedly work late. Therefore, since ridesharing was the second-highest cited program, the guaranteed ride home program was grouped with the ridesharing program as a high priority program. Likewise, the forum function (cited by two firms) and coordination with the Radnor park & ride lot/intermodal facility (requested by one firm) were included in the immediate services because a TMA, by definition, is a forum and the planning for the park & ride lot, which will have a major impact on employers in the vicinity of the facility and on the community as a whole, is currently underway.

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Table I

TMA SERVICES REQUESTED BY EMPLOYERS

(Companies)	Co. 1	Co. 2	Co. 3	Co. 4	Co. 5	Co. 6	Co. 7	Co. 8	Co. 9	Co. 10	Total
Guaranteed Ride Home		X								X	2
ETRP* Compliance	X	X			X			X	X	X	6
Parking Management				X				X		X	3
Rideshare (Car/Van Pool)	X	X		X					X		4
Transit Subsidies								X	X		2
Bicycle Facilities							X	X			2
Alternate Hours	X							X			2
Shuttle	X		X		X			X			4
Pedestrian Improvements	X		X					X			3
Train Station Improvements								X			1
Signals							X				1
Off-hours Transit					X						1
Patient Shuttles					X						1
Coordinate School Buses and School Parking Management				X				X			2
Forum	X							X			2
Park & Ride Lot, HOV Facilities and Capital Improvements								X			1

\*Employer Trip Reduction Program

## B. Description of TMA Services and Schedule for Providing Them

The TMA services are categorized into three types, based on the priorities as expressed by the interviews described above. Those services requested most by the employers are termed "Immediate Services," those services requested by fewer employers are termed "Secondary Services," and those services cited by the fewest employers are termed "Tertiary Services." This report recommends that the secondary services be provided to the TMA members after the immediate services are implemented and proceeding smoothly, most likely in the second year of TMA operations. It recommends that the tertiary services be implemented after the primary and secondary services have begun.

### Immediate Services

1. Forum - Meetings and Newsletter
2. Assistance for Employer Trip Reduction Program Compliance, including commuter assistance center and hotline
3. Custom Transit and Ridesharing
4. Shuttle
5. Guaranteed Ride Home Program
6. Park & Ride Lot/Intermodal Facility Coordination

Forum - By definition, a TMA is a forum where its members can meet on a regular basis to share transportation-related problems and share expertise. The idea is that a forum like a TMA can solve problems easier and cheaper than if each company were to try to solve its problems by itself.

In order for this forum function to be successful, the Lower Main Line TMA should hold regularly scheduled meetings. Based on experience at successful TMAs, general membership meetings should be held at least quarterly, Board meetings should be held monthly, and Executive Committee meetings should also be held monthly or whenever needed.

The agendas for these meetings should include discussion of problems that the membership is having, outside experts who can speak on various programs that will address the members' problems, updates on current or planned highway or public transportation projects, and lobbying efforts, as well as typical organizational topics such as personnel decisions and budgeting.

A natural extension of regular meetings is a TMA newsletter. A newsletter can provide much-needed information to members and commuters. It also serves as a marketing tool that can be a reminder that the TMA exists and is working to help its members. The newsletter can also help to attract additional members and should be published at least on a quarterly basis. It can be a relatively inexpensive service - it can start off as a single sheet with basic information on the TMA, how to join, what

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services are offered, and information on current laws, such as what the employer trip reduction requirements are.

Both forum and newsletter services can be relatively inexpensive. A member or members might provide meeting rooms at no cost (the TMA should seek this arrangement in order to keep its costs to a minimum). One of the TMA members might provide printing and design services for a newsletter as an in-kind service in exchange for a reduction in membership dues.

Assistance for Employer Trip Reduction Program (ETRP) Compliance - This was the most commonly cited service from the interviews. The ETRP will require all Lower Main Line area employers who have at least one hundred employees to increase their average vehicle occupancy (AVO) rate (the number of persons in each vehicle) to at least twenty-five percent above the region's baseline AVO. In other words, a company which has a typical suburban AVO of slightly above one (one person per vehicle) will have to get its employees to car pool, van pool, use public transit, bicycle, walk, begin using compressed work weeks, or telecommute in order to raise its AVO.

The state ETRP regulations will become finalized in late 1993 or early 1994 following federal approval. The Clean Air Act Amendments require employers to submit their ETRP plans to the state by November 15, 1994 and to have their ETRPs fully implemented by November 15, 1996.

The Lower Main Line TMA should be able to provide several different types of ETRP technical assistance to its members. It can evaluate current commuter characteristics, prepare ETRP plans, design and review programs to increase ridesharing and transit use, evaluate programs after they have been established, and undertake periodic surveys of commuter travel in order to monitor conditions.

Assistance for ETRP compliance should be the highest priority service of the TMA for the next several years. The TMA can provide valuable ETRP services for its members. This service can be provided for a fee to any employers in the TMA service area, based on a formula including number of employees, square footage, etc. It can be provided to dues-paying members at a reduced cost. The other services in this report will all help TMA members to increase their AVO rates as well as bring other benefits.

One specific service the TMA can provide to assist with ETRP compliance is a commuter assistance center. The TMA office, which should be accessible via transit, should have a supply of transit information and schedules, should contract with SEPTA to sell passes, tickets, and tokens, and should provide bicycle commuting information and other services to help commuters. A telephone hotline should also be installed for commuters to use.

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Custom Transit and Ridesharing - One of the TMA's most valuable functions should be to help provide a full range of transit and ridesharing services. This range goes from working with SEPTA to provide and improve conventional fixed route service such as bus route 105, trolley route 100, and commuter rail route R5 to designing custom ridesharing services such as express buses, bus pools, van pools, and car pools in areas which lack direct SEPTA service.

To provide custom ridesharing services, the TMA will need to obtain commuter information such as home locations. The density of home locations along the route to work will determine the type of service that can be supported. For example, DVRPC's needs assessment survey determined that between 101 and 250 Lower Main Line employees lived in the Collegeville area. This density may support a van pool or a bus pool. Convenient and direct service such as this may encourage commuters to stop driving alone to work and it may open labor markets which have no direct transit service.

The TMA should participate in DVRPC's regional ridesharing program. DVRPC will match employers' workers into groups for the purpose of forming car pools and/or van pools. The basis for matching will be individual employee's home and work addresses. This is accomplished by DVRPC's state-of-the-art matching program which designates several people living in proximity to each other who can realistically pool together. An additional feature is a map that will be produced for employers to show the current and future potential travel paths of their employees to a particular work site; this map portrays the total commute patterns generated by the employees and is designed as a working tool for employers.

One of the main reasons most commuters drive alone to work is because they need their cars to run errands on the way to work, during their lunch breaks, or after work. So participating in a car pool or van pool may not be acceptable to most people. However, a one day per week car pool may be more acceptable. The TMA can match employees for this more infrequent ridesharing arrangement.

The TMA should work with SEPTA and private transit providers to determine the best way to implement these services at the lowest cost to the TMA and its members. Custom services should be competitively bid to obtain the lowest cost. The transit operators who are members of the Competitive Transit Alliance, Community Transit of Delaware County, and the Montgomery County Paratransit Association are some of the private operators who can potentially provide these services.

Shuttle - Shuttles and a guaranteed ride home (GRH) program are the two programs that will encourage more commuters to rideshare or use transit. If an employee does not drive their own car to work, they might not have any way of (1) getting from the train station to the work site, (2) getting around at lunchtime (if stores and restaurants are not within walking distance), or (3) getting home for an

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emergency or if they must work late. Shuttles can deal with the first two problems and GRH can address the third.

Currently, the Radnor Corporation contracts with the Montgomery County Paratransit Association to provide a shuttle between the Radnor R5 train station and the Radnor Corporate Center. The TMA should discuss with the Radnor Corporation the possibility of providing this shuttle service for the Radnor Corporation, thus relieving the latter of administrative responsibilities. The TMA should also consider expanding the shuttle service to other work sites that are not within walking distance of the train or trolley stations. These sites might include the Genuardi/TJ Maxx shopping center, the Radnor Township building, and the St. Davids Hotel.

The TMA should also provide a lunchtime shuttle for employees to use for going to restaurants, stores, and banks. For example, employees of Wyeth-Ayerst and Villanova could use the shuttle to go to Wayne or Bryn Mawr. The same vehicle or vehicles that are used for the train/trolley station-to-work site shuttle in the morning and afternoon could be used for the lunchtime shuttle in the middle of the day.

The TMA should also consider providing a shuttle service for members to use during the day for employees who need to travel from one work site to another. This could reduce a company's expenses by reducing the number of vehicles it has to own for this purpose.

The TMA could also contract for Lower Main Line hotels with a private operator for joint shuttles to Philadelphia International Airport in order to save money on courtesy shuttle van access fees that the airport charges. Shuttles could also provide service to Amtrak stations in Philadelphia, Wilmington, and on the Harrisburg line. TMA members could also have access to this shuttle.

As with the transit service provided for commuting, the TMA should competitively bid the shuttle service so as to save its members as much money as possible.

Guaranteed Ride Home (GRH) Program - Many commuters do not car pool to work because they want to have their car at the ready in case they have to return home for an emergency during the day or they unexpectedly have to work late. A GRH program removes this excuse for not ridesharing.

The TMA should establish a GRH program which, along with the shuttle service described above, can increase the number of employees who car pool, van pool, bus pool, or use SEPTA service. It can take a number of forms: taxi service, rental cars, use of the shuttle vehicles described above, or vans from a van pool arrangement. The TMA can contract with a taxi, paratransit, or rental car company on behalf of its members.

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The TMA should administer the program in terms of determining policy on eligibility requirements, methods of payment, and other procedures. The use of and costs experienced by GRH programs from around the country have been extremely low.

Park & Ride Lot/Intermodal Facility Coordination - The TMA should represent all of its members in the planning, coordination, and construction of the Radnor park & ride lot/intermodal facility planned for the vicinity of where I-476 crosses the Amtrak/R5 and Norristown trolley lines. The TMA should coordinate with PennDOT and SEPTA. Many aspects of this facility will impact on the employers and the general community. For example, a significant number of employees commute on the train and then walk to their work site. One of the possibilities being considered by PennDOT is a location approximately one-half mile east of the current station. If this location is chosen, many of those employees may no longer be able to walk from the new station to their work site. Also, the design of the new station should incorporate shuttle drop-off and pick-up locations close to the train platform so commuters can conveniently transfer between the train and the shuttle to get to their worksite. The TMA should advocate other components of the facility, such as bicycle parking and day care facilities, on behalf of its members.

#### Secondary Services

1. Employee Subsidies
2. Parking Management
3. Bicycle Facilities
4. Pedestrian Facilities
5. Alternative Work Hours
6. Lobbying

Employee Subsidies - The TMA should provide information to its members on how employers can provide fringe benefit subsidies to employees who do not drive alone to work. Most employers already subsidize the cost of parking facilities for their employees. Employers will save money if they provide their employees with subsidies for commuting by a means other than driving alone; this savings occurs because subsidies are usually cheaper than parking subsidies (the cost to build and maintain a parking space is at least \$5,000).

Subsidies to not drive alone can be divided into two types: tax-free subsidies and taxable subsidies. The tax-free subsidies are for commuting via mass transit, bus pools, van pools, and seven-person car pools. The Internal Revenue Service permits employers to give each of their employees \$60 per month (\$720 per year) tax free to defray the cost of riding transit, a bus pool, a van pool, or a 7 person car pool. In the Philadelphia region, DVRPC sells vouchers to employers for this subsidy through its Commuter Benefit Program. The TMA should serve as the conduit between DVRPC and its members by providing information on the program, arranging for meetings to discuss the program, and helping to design programs.

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The TMA should help employers provide taxable subsidies to employees for walking or bicycling to work, car pooling with groups of six or less, working a compressed week, or telecommuting. These subsidies could be in the form of cash, merchant coupons for area stores, prizes, free gas, or dozens of other possibilities that the TMA could develop. Taxable or tax-free subsidies will encourage employees to leave their car at home.

One source of employer revenue for employee transit, ridesharing, bicycling, and walking subsidies can be parking fees. Solo drivers could be charged a fee for driving alone and for the parking space. The employer could use this money to pay employees who use an alternate mode of travel. The TMA should help its members design subsidy programs and develop a means to pay for them.

Parking Management - The TMA should help its members to manage parking so that more employees share a ride in some way. There are several types of parking management that will achieve these ends: preferential spaces for car pools and van pools, parking charges, limiting the supply of parking, and transportation allowances.

The TMA should assess a member's parking facilities and needs and design a parking management program for them. The TMA should, at a minimum, recommend that each company establish preferential spaces for employees who car pool or van pool. This is another incentive and supporting program for ridesharing, in addition to shuttles and the guaranteed ride home program.

The TMA can work with local governments to amend zoning ordinances to require less parking than typical suburban minimum parking requirements. This will tighten up the parking supply and encourage ridesharing and transit use. The land on which parking spaces would have been built could then be used for more productive purposes, such as offices, a day-care center, or other amenities.

The TMA can also work with its members to design transportation allowance programs. Each employee receives a monthly allowance of, say, \$60 per month for transportation costs. Those who drive alone are also charged \$60 per month to park. Those who use an alternate mode keep the \$60 as an incentive or subsidy to use that alternate mode.

Bicycle Facilities - Lower Main Line employers are located in a fairly narrow strip of land along Amtrak and Route 30 such that significant residential areas border the work sites on both the north and south. This makes the area ideal for commuting to work by bicycle and foot. Because of the significant number of public and private schools and colleges, many bicyclists are probably already on the roads. The TMA should take the lead in making the area bicycle- and pedestrian-friendly.

The TMA should undertake a comprehensive examination of bicycling needs, advocate certain projects, and implement others. The TMA should lobby for the

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Radnor park & ride lot/intermodal facility to include bicycle parking and storage facilities; rail commuters who live within a couple of miles of the station could bicycle to it instead of driving their cars. The TMA should also work with state and local highway departments to ensure that the road system is safe for bicycling, by advocating paved shoulders or wider curb lanes. The TMA should assist with planning bicycle facilities, such as paved paths which would shorten commuting distances or make the commute more pleasant. Radnor Township is currently considering the construction of a bicycle path on the former Philadelphia & Western trolley right-of-way. The TMA could also work with PennDOT to develop a bicycle path in the I-476 right-of-way, similar to what was done in Nether Providence Township.

The TMA should also implement bicycle facilities such as parking and pathways. The TMA could purchase and install bicycle parking on or between property of TMA members. The TMA could purchase parking facilities in bulk, thus saving its members some money. The TMA could also help to plan and design pathways for bicyclists on and between the property of its members, thus reducing bicycling distance.

The TMA should also sponsor bicycle promotions which will encourage more commuters to bicycle and leave their car at home. By understanding the potential for bicycle commuting, the TMA can help to provide a bicycle-friendly environment.

Pedestrian Facilities - Several employers who were interviewed mentioned the need for better pedestrian facilities in the area. Sidewalks are uncommon in suburban areas, including the Lower Main Line. In order to encourage both employees who live nearby to walk to work and those who could take public transit, sidewalks and other facilities should be installed. The TMA should undertake a comprehensive examination of pedestrian needs, advocate certain improvements, and implement others.

The TMA can encourage property owners to install and maintain sidewalks and perhaps lobby for local ordinances for these purposes. The TMA could help transit users and attract new transit users by purchasing and installing shelters and other amenities at bus stops and train and trolley stations. The TMA could study the need for other improvements, such as bridges and tunnels to span major highways, pedestrian signals and crossings, the removal of "No pedestrian crossing" signs, and the construction of sidewalks through large blocks so long and circuitous routes can be reduced. The TMA could also work with local governments and residents to construct sidewalks along school bus routes. This will reduce traffic congestion because where sidewalks do not exist, buses must stop at every house with school children; if sidewalks were constructed, bus pick-up stops could be consolidated.

The TMA should also sponsor walk-to-work promotions which will encourage more commuters to leave their cars at home. By understanding the potential for walking to work, the TMA can help to provide a pedestrian-friendly environment.

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Alternative Work Hours - The TMA can reduce traffic congestion and encourage ridesharing by promoting alternate work hour arrangements such as flextime, compressed weeks, and telecommuting. The TMA should both promote these programs and help to design them for its members.

Compressed weeks and telecommuting reduce the number of work trips or eliminate them entirely. Flextime can be used to allow more employees to participate in ridesharing arrangements. The TMA should sponsor seminars for its members on alternate work hour arrangements. It can also coordinate flextime schedules with its ridesharing program.

Lobbying - The TMA should file with the Internal Revenue Service as a 501(c)(4) organization, which will allow it to lobby on behalf of its members. The TMA could lobby for improvements to the state or local road system, traffic and pedestrian signals, and mass transit system improvements, such as more frequent service, routes, and station improvements (some of these state and local governments will probably be on the TMA Board, thus providing a closer working relationship with them). The TMA should work with PennDOT and SEPTA to identify high-occupancy vehicle (HOV) facilities that could support the TMA's transit and ridesharing program, such as park & ride lots along major highway and transit facilities and HOV lanes.

Recent legislation such as the Clean Air Act Amendments of 1990 (the ETRP regulations), parallel state legislation, the federal energy act (increasing tax-free transit benefits and including van pools for benefits), and the Intermodal Surface Transportation Efficiency Act have had and will have a major impact on employers. The TMA can provide a local focus for lobbying efforts and provide additional clout to influence legislation. The TMA can also work with other TMAs in the region to work toward common goals.

### Tertiary Services

1. Off-hours Transit
2. Patient Shuttles
3. School/College Bus Use
4. Other Services

Off-hours Transit - Some employers, such as hospitals, nursing homes, and manufacturing plants, may have around-the-clock operations. During night-time hours, the public transit system does not operate. Therefore, the TMA could contract with a private operator to provide services, or could examine the potential for using school buses.

Patient Shuttles - Hospitals, nursing homes, and other health care facilities may have the need for medical transportation for their patients. The TMA could contract with a private operator to provide this type of specialized service.

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School/College Bus Use - The many public and private schools and colleges in the Lower Main Line area may wish to make more efficient use of their buses. The TMA could undertake a comprehensive study of needs and vehicle supply and make recommendations about how to use the bus fleet more effectively and efficiently.

Other Services - This report attempts to describe all the TMA services that its potential members want. However, as time passes and new problems arise and new laws are passed, the TMA may find new types of services that it can provide. For the TMA to remain a viable and useful organization, it will have to stay in touch with the evolving needs of the community and commuters. The TMA should continually monitor its programs and members' new needs to maintain its reason-for-being.

### C. Summary of Service Recommendations

#### Immediate Services

##### 1. Forum

- General membership meetings
- Monthly Board meetings
- Monthly or as needed Executive Committee meetings
- Quarterly TMA newsletter

##### 2. Assistance for Employer Trip Reduction Program (ETRP) compliance from among the following:

- Evaluation of current commuter characteristics
- Preparation of ETRP plans
- Design and review of programs to increase ridesharing and transit use
- Evaluation of programs
- Survey of commuter travel to monitor conditions

##### 3. Establish commuter assistance center and hotline in TMA office

##### 4. Custom Transit and Ridesharing

- Participate in DVRPC's regional ridesharing program
- Work with SEPTA on providing and improving fixed route service
- Promote one-day-a-week car pool programs
- Competitively bid bus pools and express bus service

##### 5. Shuttle

- Discuss with Radnor Corporation possibility of assuming responsibility of Radnor Corporate Center shuttle
  - Provide train/trolley station-to-worksites shuttle service for TMA area
  - Provide lunch time shuttle
  - Provide shuttle for members during other times of day
  - Provide joint hotel/member shuttle to airport/Amtrak stations
  - Competitively bid shuttle service
-

6. Guaranteed Ride Home Program

- Determine policies
- Determine best provider (competitively bid)

7. Park & Ride Lot/Intermodal Facility Coordination

- Work with PennDOT and its consultants and SEPTA
- Advocate characteristics of facility that best serve its members, such as shuttle drop-off and pick-up locations, bicycle parking, sidewalks to work sites, etc.

8. File with IRS as a 501(c)(4) organization

Secondary Services (To be provided after the immediate services are implemented and proceeding smoothly)

1. Employee Subsidies

- Provide information to members on tax-free and taxable employee subsidies
- Design employer subsidy programs and how to pay for them

2. Parking Management

- Assess members' parking facilities and needs
- Design employer/developer programs
- Advocate for reduction in minimum parking requirements in municipal ordinances
- Design transportation allowance programs

3. Bicycle Facilities

- Undertake comprehensive examination of bicycling needs
- Advocate for necessary facilities, such as roadway improvements and bicycle parking at train stations
- Implement facilities, such as bicycle parking on members' property
- Sponsor bicycling promotions

4. Pedestrian Facilities

- Undertake comprehensive examination of pedestrian needs
- Encourage installation and maintenance of sidewalks
- Install bus passenger shelters
- Advocate other facilities, such as bridges/tunnels, pedestrian signals, and removal of "No pedestrian crossing" signs
- Sponsor walk-to-work promotions

5. Alternative Work Hours

- Sponsor seminars
  - Promote and design programs
-



6. Lobbying

- Stay informed on current and potential legislation and policy
- Work with other TMAs and other appropriate organizations

Tertiary Services (To be implemented after the primary and secondary services have begun)

1. Off-hours Transit
  2. Patient Shuttles
  3. School/College Bus Use
  4. Other Services
-



## CHAPTER IV

### LOWER MAIN LINE TMA FINANCIAL PLAN

This is the financial plan for the Lower Main Line TMA. It will provide a budget for costs and revenues for a period of two years and will incorporate the Self-Sufficiency Plan which was included in the 1993-94 grant application for Pennsylvania Department of Transportation TMA financial assistance. The fiscal year is proposed to be July 1 through June 30, to coincide with the Commonwealth's fiscal year. Second year costs and revenues increase by five percent over the first year.

The TMA will maintain self-sufficiency through various methods, which include membership fees, negotiated fees, fees for service, and providing technical assistance to area employers, townships, and institutions, as well as other services essential to the implementation of a successful employer trip reduction program (ETRP).

The membership dues\* should be based on number of employees for employers, square feet of building space for developers, and a fixed amount for municipal governments. There are currently three employers in the Lower Main Line area with 1,000 or more employees, four with between 500 and 1,000, and 27 with between 100 and 500. Many employers have less than 100 employees; this formula assumes that perhaps twenty will become TMA members. The following suggested dues structure (which is in line with dues structures of other TMAs) is one formula to determine membership dues:

#### I. Private Sector (the TMA Board could place a cap on the fees)

Building Developer	\$.01-.02/sq. ft.	\$10,000
Employers —		
> or = 1,000 employees	\$3.50/employee x 3 employers	23,000
500-999 employees	\$3/employee x 4 employers	8,000
100-499 employees	\$500 x 27 (maximum) employers	13,500
<100 employees	\$100 x 20 employers	<u>2,000</u>
	Approximate total	\$56,500

#### II. Public Sector

Radnor Township	\$15,000
Lower Merion Township	<u>2,000</u>
Total	\$17,000

\*Members of the TMA (those paying membership dues) should receive the following package of services: Newsletter, Guaranteed Ride Home Program, Shuttles, Employer Needs Assessment, Commuter Assistance Center, Lobbying, and Reduced Fees for ETRP Assistance.

Budgets for 1993-94 and 1994-95 were approved by the TMA Coordinating Committee as a planning document which will guide the TMA Board of Directors in adopting an official budget. The 1993-94 budget is based on the PennDOT grant application.

Selected cost items are listed as "donated." Office rent, utilities, furniture, a computer, and legal and accounting services are costly items for a non-profit association. Usually, these facilities and services are provided by TMA members.

It is assumed that the shuttle program will become operational by the last thirty business days of Fiscal Year 1993-94. However, the Guaranteed Ride Home Program could be operational the entire year.

Note that revenues exceed costs in both years' budgets. In the event that the PennDOT grant is not received, revenues still come within approximately \$14,000 of projected costs in the 1993-94 budget and within approximately \$62,000 of projected costs in the 1994-95 budget. If the grant is not received, costs could be scaled back. For example, the hiring of staff could occur in September 1993 instead of July 1993.

A revenue line item in the 1994-95 budget is a PennDOT/SEPTA contribution for shuttle service if the Radnor train station is relocated. Since a decision has not yet been made on the park and ride lot/intermodal facility, this amount can be determined later.

Both budgets are shown in detail in Tables II and III.

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TABLE II

1993-94 Budget

Costs

1. Administration

Staff Salaries	
Executive Director	\$ 40,000
Secretary/Receptionist	15,000
Staff Benefits	15,000
Office Rent/Utilities/Furniture*	-
Telephone/Hotline	1,000
Supplies/Postage	8,500
TMA Brochure	2,000
Training/Travel/Professional Memberships	4,000
Printing	20,000
Computer*	-
Legal/Accounting*	-
Marketing & Promotion	5,000
	<hr/>
Total	\$110,500

Administrative Costs as  
Allocated to Programs

Forum - Meetings	\$ 10,000
Forum - Newsletter	10,000
ETRP Assistance	35,500
Commuter Assistance Center	5,000
Custom Transit and Ridesharing	25,000
Shuttle	15,000
Guaranteed Ride Home Program	5,000
Park & Ride Lot/Intermodal Facility Coordination	5,000
	<hr/>
Total	\$ 110,500

II. Programs

Shuttle @ 30 days @ 6 hours/day @ \$30/hour	\$ 5,400
Guaranteed Ride Home	10,000
Newsletter	15,000
Transit Shelters/Marketing	10,000
	<hr/>
Total	\$ 40,400
Total Costs	\$ 150,900

[Continued]

[TABLE II - 1993-94 Budget - Continued]

Revenues

Membership Dues	\$ 31,500
Fees for Service	25,000
ETRP Technical Assistance	50,000
PennDOT Grant	75,000
Transit Shelter Advertising/Marketing Revenue	10,000
Special Studies**	20,000
	<hr/>
	\$ 211,500

\* Donated

\*\* Funded through public agencies (FTA, SEPTA, FHWA, PennDOT)

TABLE III

1994-95 Budget

Costs

1. Administration

Staff Salaries	
Executive Director	\$ 42,000
Project Coordinator/Marketing Specialist	30,000
Secretary/Receptionist	15,750
Staff Benefits	23,932
Office Rent/Utilities/Furniture*	-
Telephone/Hotline	1,050
Supplies/Postage	8,925
TMA Brochure	500
Training/Travel/Professional Memberships	4,200
Printing	21,000
Computer*	-
Legal/Accounting*	-
Marketing & Promotion	5,250
	<hr/>
Total	\$152,607

Administrative Costs as  
Allocated to Programs

Forum - Meetings	\$ 10,500
Forum - Newsletter	10,500
ETRP Assistance	40,000
Commuter Assistance Center	5,250
Custom Transit and Ridesharing	26,250
Shuttle	15,570
Guaranteed Ride Home Program	5,250
Park & Ride Lot/Intermodal Facility Coordination	5,250
Employee Subsidies	7,500
Parking Management	5,000
Bicycle Facilities	5,000
Pedestrian Facilities	5,000
Alternative Work Hours	5,000
Lobbying	3,000
Tertiary Services (off-hours transit, patient shuttles, school/college bus use, etc.)	3,357
	<hr/>
Total	\$ 152,607

[Continued]

[Table III - 1994-95 Budget - Continued]

II. Programs

Shuttle @ 254 days @ 6 hours/day @ \$30/hour	\$ 45,720
Guaranteed Ride Home Program	10,500
Newsletter	15,75
DVRPC Ridesharing Network Participation	1,200
Bicycle Parking/Paths	10,000
Transit Shelters/Marketing	10,000
	<hr/>
Total	\$ 93,170
Total Costs	\$ 245,777

Revenues

Membership Dues	\$ 73,500
Fees for Service	26,250
ETRP Technical Assistance	52,500
PennDOT Grant	75,000
Shuttle if Station is Relocated	?
Transit Shelter Advertising/Marketing Revenue	10,000
Special Studies**	21,000
	<hr/>
Total	\$ 258,250

\* Donated

\*\* Funded through public agencies (FTA, SEPTA, FHWA, PennDOT)



## CHAPTER V

### MISSION, GOALS, AND STRUCTURE OF THE LOWER MAIN LINE TRANSPORTATION MANAGEMENT ASSOCIATION

#### *A. Recommended Mission and Goals Statement*

The mission of the Lower Main Line TMA is to offer a forum in which the local business community and municipal and county officials can cooperatively address and seek a resolution of transportation and air quality problems affecting the Lower Main Line area. By ensuring mobility, the TMA will help to promote the area's commercial vitality and enhance its livability. It is recommended that the TMA seek to fulfill this mission by pursuing the following goals:

- Building and sustaining a vigorous alliance of business, community leaders, and local government, committed to improving personal mobility in the Lower Main Line area
  - Advocating solutions to the transportation needs and interests of the local business community and residents through involvement in the ongoing municipal, county, regional, and state transportation planning processes
  - Promoting and coordinating travel demand management activities designed to reduce the growth of peak hour traffic; and helping member organizations comply with travel reductions required by the Clean Air Act Amendments of 1990 and Commonwealth of Pennsylvania regulations
  - Facilitating access and internal circulation for those who live, work, shop, and do business in the Lower Main Line area, through jointly funded transit services, ridesharing programs, shuttles, and pedestrian and bicycle facilities, by working with SEPTA, private transit operators, and local governments
  - Serving as an information clearinghouse and an advocate for innovative transportation improvements
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- Monitoring local transportation conditions in order to assess their impact on future highway, transit, and pedestrian needs, and alerting public officials to opportunities for remedial action
- Undertaking such other activities and programs as the Association's members may from time to time determine to be in the public interest and in the interest of the Association

#### *B. Recommended Organizational Structure and Governance*

Membership in the Lower Main Line TMA should be open on a voluntary basis to employers, developers, commercial property owners and facility managers, merchants, and institutions in Radnor Township and the Rosemont and Bryn Mawr sections of Lower Merion Township. Municipalities should also be full voting members. Other public bodies (e.g. Delaware and Montgomery Counties, SEPTA, and DVRPC) can be granted non-voting membership status.

The TMA should be governed by a Board of Directors whose members are selected from among the Association's membership; the Board should make policy decisions to be carried out by the TMA staff. The Board may appoint special committees (such as Executive, Membership, Finance, Program Development, Personnel, etc.). The Executive Committee of the Board could be charged with discussing the details of the TMA's day-to-day business and making recommendations to the Board so the Board can make the final decision without getting involved in all the details.

While TMAs may conduct their activities as fraternal organizations, most TMAs choose to incorporate as non-profit corporations. Subsequent to incorporation a TMA may seek an IRS tax-exempt status as a 501(c)(3) charitable organization or as a 501(c)(4) business association. A majority of TMAs elect the latter, in order to have the freedom to engage in advocacy work and income-generating activities which are precluded under the more stringent IRS rules governing charitable organizations. The Lower Main Line TMA should file as a 501(c)(4) business association.

#### *C. Strengthening Private Sector Participation in the TMA*

Private sector participation in demand management activities can be secured in three ways:

- Through voluntary participation in TMAs
  - Through contractual conditions in development agreements
  - Through regulatory requirements imposed by local government
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Implicit in the formation of the Lower Main Line TMA is the intent to involve the private sector on a voluntary basis. However, various means have been used elsewhere to induce people to join. For example, several local governments have made membership in a local TMA a condition of development approval. Similarly, some developers have made TMA membership a condition of their "CC&Rs" (Covenants, Conditions, and Restrictions).

However, most TMAs rely on appeals to the prospective members' sense of enlightened self interest. It is recommended that the Lower Main Line TMA launch a membership drive using the following appeal:

"By joining the TMA; you and your company can benefit in many ways:

- You will be part of an organization that will represent your interests, voice your concerns and speak on your behalf when key planning and investment decisions affecting your business operations are made.
  - As an employer, you will obtain information and assistance in developing a company-tailored travel demand management program aimed at reducing parking requirements, dealing with traffic problems affecting your facilities, helping your employees find more effective commute options, and complying with the employer trip reduction requirements of the Clean Air Act Amendments of 1990.
  - You will be kept informed of transportation developments and traffic conditions affecting your company, and will have an opportunity to alert local officials to the need for "quick fix" traffic, transit, and pedestrian improvements benefiting your employees.
  - Finally, you will benefit from a positive public image as a participant in the collective effort to enhance the living and working environment of the Lower Main Line community."
-