



TRANSPORTATION POLICY REPORT II

TASK FORCE RECOMMENDATIONS

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OVERVIEW

The Transportation Policy Report II (TPR II) Task Force is pleased to submit to the Montgomery County Planning Board the following recommendations. The Task Force and its work groups have met for more than a year to identify what is needed to improve mobility in Montgomery County, to enhance livability in our neighborhoods, and to promote vitality in our business centers. The recommendations below reflect our best effort to accomplish this mission.

Traffic congestion is a major concern to Montgomery County residents and workers. We must look at all possible alternatives for limiting congestion, managing future development, preserving the environment and strengthening public and private investment in all forms of transportation. We must consider new approaches and other public policy initiatives that will serve to improve mobility and accessibility within and among our diverse communities, business centers and recreational areas.

Five sets of recommendations are included here. They include recommendations on facilities, policies, improvements to the bus system, transportation demand management and measures of effectiveness. The Task Force is in the process of drafting a final report that will explain these recommendations in detail and provide a context for these ideas. The report will be submitted to the Planning Board and County Council when it is completed.

I. FACILITY RECOMMENDATIONS

The Task Force developed a decision making protocol that frames our facility recommendations. This protocol divides all of the proposals that received at least a majority vote into three tiers. Facility proposals that received the support of at least 28 Task Force members were deemed to receive the *consensus* of the group. Facilities that received between 17 and 27 votes were deemed *in play*. According to our protocols, we were to develop a package of facilities, drawing from the *in play* facilities. A package would require 22 votes to be recommended by the Task Force. We were unable to develop a package. However, the *in play* facilities are presented here based on the level of support they received. Proposals that received 22 to 27 votes (at least two-thirds of the Task Force) received a *substantial majority*, and proposals that garnered at least 17 votes received a *majority*.

The Task Force developed a protocol that divided the decision-making process into two components – facilities and packages. First, by secret ballot, the Task Force voted on the facilities. A number of the less controversial facilities were grouped together for the votes; the balance was voted upon individually. Any facility that received at least 28 votes was automatically to be included in any network package. Any facility that received a majority of the votes (at least 17) is being reported as favored by a majority of the Task Force and was eligible for inclusion in a final network package. Adoption of a final network package of facilities required 22 votes (two-thirds of the members).

Task Force members spent a great deal of time negotiating trade-offs and compromises in an effort to formulate a network package that could win the support of 22 members. The Task Force came close, with one package receiving 21 votes, and several receiving 20 votes, but, in the end, no package achieved the requisite consensus of 22 votes. Therefore, the Task Force is reporting to the Planning Board the facilities that received a majority vote of the Task Force. In the final report, wherever members of the Task Force feel it is appropriate, comments supporting a facility will be included from the majority and comments opposing the facility will be included from the minority.

Consensus facility recommendations:

	Project Name	Improvement Type	From	To	Yes	No	Abstain
I-270 Transit Projects					30	1	0
	Clarksburg	New Transit Center	N/A	N/A			
	Germantown	New Transit Center	N/A	N/A			
	Germantown	New Park-and-Ride Lots	N/A	N/A			
	MARC Frederick Extension	Extension	Point of Rocks	Frederick			
	MARC North Bethesda	New MARC Station	Between Bou Ave. and Montrose Pkwy. ROW	N/A			

	Project Name	Improvement Type	From	To	Yes	No	Abstain
	MCPS Metro Station	New Metro Station	Between Rockville and Shady Grove Metro Stations	N/A			
	Shady Grove West	New Park-and-Ride and bus transfer facility	N/A	N/A			
Inside the beltway					29	2	0
	River Road (MD 190)	Widening	Capital Beltway (I-495)	D.C. Line			
	Silver Spring	New Transit Center					
	Takoma/Langley	New Transit Center					

Facility projects that received a substantial majority of votes from the Task Force:

	Project Name	Improvement Type	From	To	Yes	No	Abstain
I-270 Interchanges					24	6	0
	Frederick Rd. (MD 355) at Ridge Rd. (MD 27)	New Interchange					
	I-270 at Clopper Rd. (MD 117)	Upgrade Interchange, Include Park-and-Ride Lot					
	I-270 at Democracy Blvd. and Fernwood Rd.	Upgrade / New Interchange					
	I-270 at Newcut Rd. Extended	New Interchange					
	I-270 at Rockledge Connector and Old Georgetown Rd. (MD 187)	Upgrade / New Interchange					
	I-270 at Watkins Mill Rd. Extended	New Interchange					
	Key West Ave. at Great Seneca Hwy.	New Interchange					
	Ridge Rd. (MD 27) at Observation Dr.	New Interchange					
	Rockville Pike (MD 355) at Montrose Rd. and Randolph Rd. and Montrose Pkwy.	New Interchange					
	Rockville Pike (MD 355) at Nicholson Lane	New Interchange					

	Project Name	Improvement Type	From	To	Yes	No	Abstain
	Rockville Town Center	Interchange improvements at MD 355/Middle Ln., MD 355/MD 28, and MD 28/MD 586/MD911					
	MD 355 at Gude Dr.	Upgrade/New Interchange					
	Sam Eig Hwy. at Great Seneca Hwy. (MD 119)	New Interchange					
	Shady Grove Rd. at Darnestown Rd. and Wooton Pkwy.	New Interchange					
	Rockville Pike at Marinelli Rd.	Intersection Improvements					
	Connecticut Ave. at University Blvd. West	Intersection improvements					
	Summit Ave. at Knowles Ave.	Intersection improvements					
	Connecticut Ave. at Plyers Mill Rd.	Intersection improvements					
	Frederick Rd. (MD 355) at Montgomery Village Ave. (MD 124)	New Interchange					
	I-270 Area Roadway				24	6	0
	Brink Rd. - Wightman Rd.	Widening	Ridge Rd.	Goshen Rd.			
	Chapman Ave. Extended	Extension	Bou Ave.	Executive Blvd.			
	Clarksburg Rd. (MD 121)	Widening	Stringtown Rd.	Newcut Rd. Ext.			
	Darnestown Rd. (MD 28)	Widening	Riffle Ford Rd.	Key West Ave.			
	Father Hurley Blvd.	Widening / Extension	Crystal Rock Dr.	Germantown Rd. (MD 118)			
	Georgia Avenue (MD 97)	Widening	Norbeck Rd. (MD 28)	Howard Co. Line			
	Germantown Rd. (MD 118)	Widening / Extension	I-270	Existing Watkins Mill Rd.			
	Germantown Rd. (MD 118)	Widening	Clopper Rd.	Seneca Creek			
	Goshen Rd. & Goshen Rd. Extended	Widening & New Road	Odenhal Ave.	Brink Rd			
	Great Seneca Hwy. (MD 119)	Widening	Darnestown Rd.	Middlebrook Rd.			
	Gude Dr.	Extension	Shady Grove Rd.	Key West Ave.			
	Hyattstown Bypass (MD 109 Extended)	New Road - Bypass	Existing Frederick Rd. (MD 355) North of Hyattstown	Existing Frederick Rd. (MD 355) South of Hyatts- town			
	Midcounty Hwy. (A-305)	New Road	Stringtown Rd.	Frederick Rd. (MD 355)			
	Middlebrook Rd.	Widening	Germantown Rd. (MD 118)	Midcounty Hwy.			

	Project Name	Improvement Type	From	To	Yes	No	Abstain
	Nebel St.	New Road	Randolph Rd.	Chapman Ave.			
	Newcut Rd. / Extension	New Road / Widening	Clarksburg Rd. (MD 121)	Ridge Rd. (MD 27)			
	Shady Grove Rd.	Widening	Briardale Rd.	Muncaster Mill Rd. (MD 115)			
	Snouffer School Rd.	Widening	Goshen Rd.	Woodfield Rd. (MD 124)			
	Stringtown Rd.	Widening	I-270	Midcounty Hwy.			
	Watkins Mill Rd. Extended	New Road	Frederick Rd. (MD 355)	Clopper Rd. (MD 117)			

Individual Projects						
Project Name	Improvement Type	From	To	Yes	No	Abstain
Veirs Mill Rd. (MD 586)	Widening	Twinbrook Pkwy.	Randolph Rd.	27	4	0
Rockville Pike (MD 355) at Cedar Lane	New Interchange	N/A	N/A	25	6	0
Fairland Rd.	Widening	Paint Branch	US 29	25	6	1
I-270	Widening	Mont. Village Ave. (MD 124) / Quince Orchard Rd. (MD 124)	Clarksburg Rd. (MD 121)	24	7	0
Inner Purple Line	Light Rail	Bethesda	New Carrollton	24	7	1
I-270	Widening	Clarksburg Rd. (MD 121)	I-70	23	8	0
Eastern Parkway (ICC)	New Road	US 29	US 1	23	9	0

Facility projects that received a majority of votes from the Task Force:

	Project Name	Improvement Type	From	To	Yes	No	Abstain
Eastern Montgomery County and Georgia Ave.					21	10	0
	Georgia Ave. (MD 97) at Norbeck Rd.	New Interchange	N/A	N/A			
	Georgia Ave. (MD 97) at Randolph Rd.	New Interchange	N/A	N/A			
	Randolph Rd. at Connecticut Ave. (MD 185)	New Interchange	N/A	N/A			
	Randolph Rd. at New Hampshire Ave. (MD 650)	New Interchange	N/A	N/A			
	Randolph Rd at Veirs Mill Rd. (MD 586)	New Interchange	N/A	N/A			
	US 29 at 4 intersections (funded) (Fairland not funded for CLRP)	New Interchanges	N/A	N/A			
	Briggs Chaney Rd.	Widening	Automobile / Castle Blvd.	PG County Line			
	Brookeville Bypass	New Road - Bypass	Georgia Ave. North of Brookeville	Georgia Ave. South of Brookeville			
	Greencastle Rd.	Widening	US 29	PG County Line			
	Norbeck Rd. (MD 28) and Spencerville Rd. (MD 198)	Widening	Georgia Ave.	US 29			
	Layhill Rd. (MD 182)	Widening	Park Vista Dr.	Norwood Rd.			
	A-287 (FDA Access)	New Road	FDA	Powder Mill Rd.			
	Augmented Bus Network	New bus network using timed transfers	Countywide	N/A			
	Georgia Avenue (MD 97)	Busway	Glenmont Metro	Olney			
All "Low Techway"-related facilities					17	14	0
	River Rd. (MD 190)	Widening	Seneca Rd (MD 112)	Piney Meetinghouse Rd.			
	Techway (low-techway) (desc. of Potomac River crossing alternative with non- highway attributes)	New Road (arterial)	MD 118 to Bridge near Blockhouse Point	Fairfax County Pkwy.			
	Darnestown Road (MD 28)	Widening	Germantown Rd. (MD 118)	Riffle Ford Rd.			
	Germantown Rd. (MD 118)	Widening	Seneca Creek	Darnestown Rd. (MD 28)			

	Project Name	Improvement Type	From	To	Yes	No	Abstain
	Piney Meetinghouse Rd.	Widening	Shady Grove Rd.	River Rd. (MD 190)			
	Seneca Rd.	Widening	River Rd. (MD 190)	Darnestown Rd. (MD 28)			
	Montrose Parkway				22	8	1
	Montrose Parkway (Western section)	New Road	Montrose Rd.	MD 355			
	Montrose Parkway (Eastern section)	New Road	MD 355	Veirs Mill Rd. (MD 586)			

Individual Projects						
Project Name	Improvement Type	From	To	Yes	No	Abstain
Ridge Rd. (MD 27)	Widening	Frederick Rd. (MD 355)	Midcounty Hwy. (M-83)	21	9	1
Woodfield Rd. (MD 124) and Woodfield Rd Extended	Widening	Midcounty Hwy.	Ridge Rd. (MD 27)	21	8	2
Longdraft Rd.	Widening	Quince Orchard Rd. (MD 124)	Clopper Rd. (MD 117)	20	11	0
Ridge Rd. (MD 27)	Widening	Midcounty Hwy. (M-83)	Skylark Rd.	20	10	1
River Rd. (MD 190)	Widening	Falls Rd. (Md 189)	Capital Beltway (I-495)	20	11	0
Corridor Cities Transitway	Busway	Shady Grove Metro	Clarksburg	20	11	0
North Bethesda Transitway	New Transitway - People-Mover	Montgomery Mall	Grosvenor via Rock Spring Park	20	11	0
ICC (MP alignment)	New Road	I-370	US 1	20	12	0
Clopper Rd. (MD 117)	Widening	Richter Farm Road	Quince Orchard Rd. (MD 124)	19	11	1
I-270	Widening	Mont. Village Ave. (MD 124) / Quince Orchard Rd. (MD 124)	I-70	19	12	0
Coherent HOV network - I-270 Spurs	Widening (add 1 lane each way on both spurs)	N/A	N/A	19	12	0
FDA / West Farm	Light Rail	Langley Park	White Oak via New Hampshire Ave. (MD 650)	19	12	1
Olney - Laytonsville Rd. (MD 108)	Widening	Laytonsville Town Line	Olney Mill Rd.	18	11	2
Ridge Rd. (MD 27)	Widening	Frederick Rd. (MD 355)	Main St. Damascus (MD 108)	18	12	1
Corridor Cities Transitway	Light Rail	Shady Grove Metro	Clarks- burg	18	13	0
Capital Beltway (I-495)	Widening (add 1 HOV lane each way)	American Legion Bridge	I-95	18	13	0
Georgetown Branch	New Trolley/Trail Connection	Bethesda	Silver Spring	18	12	1
Coherent HOV network - I-270 Spurs	Widening (add 1 lane Northbound on west spur) Note: west spur only	N/A	N/A	17	14	0
Muddy Branch Rd.	Widening	West Diamond Ave.	Darnestown Rd. (MD 28)	17	13	1

Project Name	Improvement Type	From	To	Yes	No	Abstain
North Bethesda Express Bus	Express Bus	Montgomery Mall	Grosvenor via Rock Spring Park	17	13	1
US 29 at 4 intersections (not funded)	New Interchanges	N/A	N/A	17	15	0
Muncaster Mill Rd. (MD 115)	Widening	Shady Grove Rd.	Norbeck Rd. (MD 28)	17	14	1

II. POLICY RECOMMENDATIONS

The Task Force has developed policy recommendations on regionalism, growth, land use, transit oriented design and funding these initiatives and others. Each is detailed below.

REGIONAL POLICY

- A powerful array of regional economic and demographic forces is exerting strong influence on the county's development and its transportation problem. An effective regional coordination and planning arrangement, not confined to transportation but including a comprehensive growth management policy, is warranted (as the I-95 conference demonstrated). The form this arrangement might take and the breadth of its agenda both warrant serious investigation. The Task Force recommends that the Council commission a study to identify initiatives and develop a framework for action that includes involvement from citizens and the business community.

GROWTH POLICY

The Task Force recommends that the county establish a comprehensive growth policy that:

- Strives for the optimum balance of jobs and housing.
- Supports transit-oriented development, where appropriate.
- Maximizes the availability of transportation options.
- Considers the effects of off-peak and weekend traffic in addition to peak traffic.
- Encourages revitalization, re-development and re-investment in existing communities.
- Encourages mixed-use development, where appropriate.

- Provides a mix of housing types and job opportunities.
- Continues to consider the impacts of new development on existing neighborhoods.
- Establishes a comprehensive vision when planning, redeveloping or improving major thoroughfares.
- Examines more closely the impact of development on traffic countywide.
- Establishes a rate of development more consistent with the county's willingness and ability to provide the infrastructure and services needed to support this development.
- Ensures cooperative planning with independent municipalities so that timing of development and placement of infrastructure are coordinated.
- Provides a wide range of housing types and affordability throughout the county, including areas that are served by transit.
- Examines the impact of regional growth and development patterns on the county.
- Provide a wide range of housing types and affordability throughout the county, including areas served by transit.

LAND USE POLICY

The Task Force elected not to recommend a specific land use alternative. However, recognizing the need for community input, improving the knowledge of land availability and understanding the need for other community facilities, the Task Force recommends that the county implement land use changes through the master plan process as follows:

- Examine opportunities to improve the balance of jobs and housing within planning areas in order to reduce commutes and enable people to live close to work.
- Explore opportunities for more housing at Metro stations areas and in other activity centers, where appropriate.
- Continue to support the preservation of agriculture and open space in the rural areas through such measures as the purchase of land or easements and the strengthening of the Transfer of Development Rights (TDR) program.

- Place more jobs in the East at the FDA/Percontee sites and at the West Farm Technology Park.
- Plan for a new activity center at Langley Park with a balance of jobs and housing, preferably in conjunction with the development of the Inner Purple Line.
- Support more housing at appropriate locations in the I-270 Corridor.
- Develop the Montgomery County Public School site with the addition of a new transit stop on the Metro Red Line.
- Focus development in areas with adequate infrastructure including schools and other community facilities.
- Support master plans that provide a long-term vision that improves the visual and functional qualities of the county's arterials such as MD 355 and Georgia Avenue.
- Examine opportunities to reduce congestion and improve visual quality through such land use measures as creating mixed-use nodes or centers, reserving land for open space and civic uses, and clustering developments.

TRANSIT-ORIENTED DESIGN POLICY

The Task Force recommends that the county implement the following *land use measures* that support Transit Oriented Development:

- Provide enough density at the county's major activity centers to support a mix of uses that are served by adequate transportation facilities.
- Where appropriate, strengthen and encourage compact development in existing suburban residential and commercial areas served by transit by supporting redevelopment and infill development in these communities through the Master Plan process, the zoning ordinance, building codes, street standards and environmental regulations.
- Locate a variety of uses at transit nodes oriented to the pedestrian. Retail shops, offices, residences, and community facilities such as parks and schools are elements that foster a sense of community.
- Where possible, locate transit nodes at an identifiable center such as neighborhood-serving retail, community center, or civic open space.

The Task Force recommends that the county implement the following *transportation facility initiatives* that support Transit Oriented Development:

- Establish an interconnected system of local streets around transit nodes.
- Provide direct pedestrian, bicycle and vehicle access from surrounding neighborhoods to transit nodes.
- Provide pedestrian and bicycle connections from housing to transit, shopping, jobs and civic spaces.
- Improve access to homes and local businesses by integrating transit stops, stations, and hubs into existing communities and business districts within a reasonable walking radius.
- Extend the routes of all trains on the Red Line so that they run between the end points (Shady Grove and Glenmont) to increase the frequency of transit service and provide additional capacity along the outer parts of each leg.

The Task Force recommends that the county implement the following *urban design measures* that support Transit Oriented Development:

- Facilitate pedestrian movement and reduce the walking distance between buildings and transit locations by clustering buildings along streets. The pedestrian system should reinforce street-oriented development.
- Provide flexible street width dimensions that increase pedestrian access, community quality, and livability while maintaining neighborhood safety.
- Examine and revise building standards and codes to create building setbacks that promote efficient land consumption by allowing more compact, dense developments.
- Create a variety of uses and densities along mature retail strip development arterials. Create mixed-use nodes dense enough to encourage walking and be served by transit. Punctuate the corridor with lower-density development and open space, and maintain quality of life for existing neighborhoods. Re-tool zoning to encourage these development patterns and reserve land for other uses such as housing, civic uses, open space and recreational uses.
- Provide adequate lighting, security, pedestrian amenities and weather protection at transit nodes.
- Develop pedestrian-oriented streetscapes and public spaces that are defined by building edges and landscaping that incorporates shade trees, sidewalks, benches,

signage, gathering spaces, and adequate lighting, and provide the funding to maintain these improvements.

- Design the public right-of way for streets to accommodate a variety of transportation modes. Provide for the needs of the pedestrian, the bicyclist and the automobile.
- Recognize that urban design principles apply to a variety of development types from major mixed-use centers to small residential neighborhoods.

FUNDING POLICY

The transportation system in Montgomery County is dependent upon local, state and federal sources of funding. On the local level, transportation projects must compete with other needs and priorities that are funded by local tax revenues. The county also competes with 22 other counties and the City of Baltimore for transportation revenues administered by the Maryland Department of Transportation. Federal transit funds are apportioned to the Washington Area Metropolitan Transit Authority (WMATA) for Metro rail and bus services within Montgomery County and throughout the Washington region.

Traditional transportation funding sources – local, state and federal – cannot produce revenues sufficient to meet the county’s transportation needs over the next 25 years, let alone the next 50 years. Alternative funding sources and expansion of existing sources will be necessary to generate sufficient funds for the county’s long-term transportation needs. For these reasons, the Task Force recommends that the county enact the following transportation funding policies:

Federal-Level Policy

- Encourage the Maryland Congressional Delegation to earmark funding in appropriation bills for specific congestion relief and demonstration projects.
- Work with Congressional leaders on the upcoming federal surface transportation legislation and annual appropriation bills to ensure that the needs of Montgomery County are understood and to earmark funding for specific projects.
- Work with the Congressional leaders to ensure the level of funding for the State of Maryland is increased based on our congestion needs and aging infrastructure.
- Encourage the Congressional delegation to promote an increase (e.g., five cents per gallon per year) to the gas tax for transit and road improvements.
- Support a regional approach to federal funding for WMATA to avoid competition with other WMATA jurisdictions for scarce FTA “new starts” funding.

- Encourage the Congressional delegation to promote an aggressive increase in the federal (gas) tax.

State-Level Policy

The Task Force recommends that the county support efforts to increase state transportation trust fund revenues by:

- Increasing the state gasoline tax and making it sensitive to inflation.
- Imposing tolls on select new roads.

Local-Level Policy

- Expand local funding for transportation to ensure a stable source of revenues for infrastructure improvements and operations.

TRANSPORTATION POLICY FOR THE ELDERLY AND DISABLED

- Give prompt and serious consideration to a proposal now being developed by the Aging and Disability Services agency for the establishment of an essentially self-sustaining transportation service patterned after a scheme pioneered by Portland, Maine. Initial implementation of the program is envisioned on a limited geographic scale.

III. BUS RECOMMENDATIONS

The Task Force recommends that the county move aggressively to improve the bus system as a means of providing better choices for travelers. The Task Force recognizes that the Montgomery County Department of Public Works and Transportation is already considering or partially implementing several of these recommendations. We applaud these initiatives, but with these recommendations, we encourage the county to move more assertively to improve bus service. We believe this *augmented* bus system requires several features to improve its effectiveness as a tool to mitigate congestion and move beyond the socioeconomic stereotype associated with this mode of transport.

- Montgomery County is encouraged to aggressively continue to pursue a routing system that better interconnects activity centers. An enhanced routing system would increase the number of points where routes intersect, provide more frequent service on main routes in the system (also known as backbone routes), and provide more frequent and better service to residential and employment areas

(feeder routes) so more potential riders are within walking distance of a bus stop. The backbone routes generally will be comprised of regional and non-regional services, and feeder routes generally will be non-regional services. In general, we assert that buses should be scheduled at least every 10 minutes on the backbones and at least every 15 minutes on feeder routes. We also assert that the hours of service should be extended to attract significantly more ridership, although we recognize that local conditions will result in variations to this general principle.

- The routing approach requires many safe and convenient transfer nodes for riders. While the selection of transfer nodes will be based on many factors, Montgomery County should consider retail and other activity centers as prime candidates for these nodes. This policy is consistent with current practice as illustrated by the nodes at Lakeforest Mall, Montgomery Mall, Milestone and the new Town Center in Germantown. To the extent that the scheduling of master plan updates allow, the Planning Board should identify transfer nodes in consultation with the Department of Public Works and Transportation at locations that may involve future right of way acquisitions beyond those already identified in existing Master Plans. All bus operation issues should continue to be the sole responsibility of DPWT.
- Montgomery County has developed a preliminary set of guidelines for bus stops, which range from simple signs to more comfortable facilities that have comfortable seating, climate control and appropriate amenities. These guidelines should be finalized and implemented with the appropriate funding from the Council.
- Montgomery County has standardized on a new model of bus that is easy to board, with comfortable seats and amenities to attract a diverse and more affluent ridership. DPWT expects delivery of the new buses in FY2002/2003. The Task Force recognizes that while these buses may cause increased costs in the short term, the longer-term gains in building broad support and ridership for the bus system justifies the higher costs. WMATA should undertake a similar effort.
- Montgomery County, in partnership with other transit providers, should continue and expand its efforts to make real time bus information available at select locations and through the telephone and Internet to computers, pagers and cellular phones.
- Montgomery County should expand its well-recognized marketing and promotional strategy to more aggressively inform citizens of service features and to break through the socioeconomic stereotype of buses. The county also should expand its customer service commitment to complement this marketing and promotional strategy. This effort should market buses seamlessly, no matter whether they are part of the Montgomery County or the WMATA fleets. Funding for these activities should continue and be enhanced.

- Montgomery County should pursue road construction and other enhancements that benefit bus travel such as queue jumpers to decrease travel time and making minor real time adjustments to traffic signals to maintain schedules.

IV. TRANSPORTATION DEMAND MANAGEMENT (TDM) RECOMMENDATIONS

The Task Force recommends that the county enact the following Transportation Demand Management measures:

- **Encourage more employers to provide transit passes to employees.**
 - Inform employers about providing the non-taxable transit pass benefit to their employees (up to \$100/month beginning in 2002).
 - Inform employers about the Maryland tax credit, which saves employers half of the cost of providing the benefit, up to a maximum credit of \$30/month.
 - Prepare a stronger marketing/advertising campaign focused on employers and employees.
 - Increase the county's budget for the Fare Share and Super Fare Share programs, which provide a county government match to employers that offer the transit subsidy. To reach more employers, consider increasing the budget significantly to improve marketing, increase outreach personnel and enhance the dollar amount available for the match. Defer a final decision on the amount of the increase until the county completes a survey on how many current employers continued the subsidy after the county's subsidized portion ended. Place the initial priority on outreach to large employers.
- **Encourage employers to provide cash to employees who elect to forego parking permits (also known as a parking cash-out). Encourage employers to coordinate parking cash-out with employer-provided transit pass benefits.**
 - Inform employers about providing a cash benefit to employees who walk, cycle, or carpool to/from work. The cash is considered taxable income to the employee. The cash also could be used for transit fares if transit passes are not offered, but transit passes are more tax effective for employees.

- Inform employers about the Maryland tax credit, which saves employers half of the cost of providing the benefit, up to a maximum credit of \$30/month.
- Prepare a marketing/advertising campaign focused on employers and employees.
- **Set an example by improving the programs for all county government employees.**
 - Increase the transit benefit to the federal tax-free benefit level of \$100/month starting in 2002.
 - Offer parking cash-out.
 - Continue the innovative program that Montgomery County adopted recently to provide county employees with free travel on Ride-On buses.
- **Make real-time bus information available at major bus stops and also through the Internet to computers, and to pagers and cell phones.**
 - To take the uncertainty out of waiting for buses, use current technology to allow bus customers to obtain the instantaneous location and estimated arrival time of buses.
 - Install equipment on buses and prepare computer software that makes use of Global Positioning Satellites (GPS) to keep track of buses.
 - Make the information accessible to bus customers through portable and non-portable devices.
 - Consider allowing advertising of products/services to defray costs.
- **Open more Commuter Stores.**
 - Use the Silver Spring Commuter Store as a model for establishing storefront units in other employment centers (e.g., Bethesda, Friendship Heights, Rockville, Gaithersburg, Shady Grove, Wheaton, White Oak, and North Bethesda).
 - Initiate a mobile Commuter Store, using a large van, to reach smaller and more dispersed employment areas.

- **Provide protected bus shelters with adequate space for lighting, wheelchairs and, wherever possible, accessible by sidewalks.**
- **Continue to improve walking and bicycle access to transit stops and other destinations.**
- **Continue to encourage telecommunications as an alternative to travel whenever possible.**
 - Inform more employees and employers about the benefits of telework.
 - Inform employers about Maryland’s Partnership with Employers Program, which provides funding to hire consultants to establish telework programs.
 - Inform employers about any additional incentives for telework that are enacted.
 - Encourage distance learning, teleconferencing, and business transactions over the Internet.
- **Create an information booklet showing all TDM opportunities and incentives available to people and businesses in Montgomery County.**

V. MEASURES OF EFFECTIVENESS (MOE) RECOMMENDATIONS

The Task Force developed a series of goals, objectives and specific measures of effectiveness to evaluate facilities and networks of facilities (see summary of MOEs in the appendix). Some factors the Task Force found important could not be quantified. These are presented as recommendations.

GOALS AND OBJECTIVES

The Task Force recommends that a transportation and land use network be planned and implemented in accordance with the following goals and objectives we have defined:

Transportation: Provide a transportation system that efficiently and reliably moves people, goods and services locally, countywide, and regionally. (Goal 1)

- Reduce congestion levels in peak and non-peak hours on arterial and major roads and freeways (Objective 1A)
- Reduce hours of peak congestion (Objective 1B)
- Reduce travel times of people and goods (Objective 1C)

- Reduce trip distances (Objective 1D)
- Improve connections between the County's business, residential and activity centers (Objective 1E)
- Improve connections between regional centers, major transportation facilities (airports and train stations), and major corridors (Objective 1F)
- Reduce Crowding on transit while encouraging transit usage (optimize transit usage) (Objective 1G)
- Provide a broader range of travel choices (Objective 1H)
- Reduce cut-thru traffic on neighborhood streets (Objective 1I)

Growth: Support balanced and orderly growth. (Goal 2)

- Manage growth to follow the pattern and spirit of the General Plan and Master Plans (Objective 2A)
- Improve the balance of jobs and housing (Objective 2B)
- Limit negative impacts on existing communities by transportation facilities (Objective 2C)
- Encourage more efficient land-use patterns and the development of more walkable, bikeable, mixed-use communities (Objective 2D)
- Encourage compatibility with transportation and land-use policies of the state and region (Objective 2E)
- Support planned growth by providing adequate transportation facilities as appropriate for each community (Objective 2F)
- Provide equity in terms of both the benefits and the negative effects of transportation and land use; Promote and enhance the vitality of communities with aging buildings (Objective 2G)

Environment: Protect the natural environment from negative impacts of growth and transportation. (Goal 3)

- Protect and preserve streams, rivers, lakes, wetlands, water supply and the Chesapeake Bay (Objective 3A)
- Preserve forests and wildlife corridors and habitats (Objective 3B)
- Reduce noise impacts on people (Objective 3C)
- Enhance air quality (Objective 3D)
- Reduce residential energy consumption (Objective 3E)
- Reduce impacts on agricultural and rural-zoned land (Objective 3F)

Cost Effectiveness: Ensure the cost-effectiveness of public investment in transportation. (Goal 4)

- Achieve high benefits relative to costs (Objective 4A)
- Maximize efficient use of existing transportation network (Objective 4B)
- Maximize eligibility for state, federal and private sector funding (Objective 4C)

Safety: Improve pedestrian and traffic safety (Goal 5)

- Reduce anticipated accident rate (Objective 5A)
- Provide safe routes between neighborhoods and local centers and facilities (Objective 5B)

OTHER RECOMMENDATIONS

To continue to operate a transportation system that serves the region efficiently and reliably, the Task Force recommends the following factors be considered:

- **Thruput within existing intersections should be maximized.** Accomplishing this starts with recognizing the need during the planning and design stages of a road network.
- **The impact of transportation facility modifications and additions during the morning (A.M.) peak period, off-peak hours, and weekends should be considered in addition to the afternoon (P.M.) peak period when proposed changes or additions to the transportation network are evaluated.** As Montgomery County's population becomes more diverse, ages and has more leisure time, traffic will increase throughout the day. The ability to carry out tasks, both necessary and recreational, is an important component of our quality of life. Looking only at the P.M. peak hour fails to provide a realistic analysis of the duration and scope of the county's transportation situation.
- **Redundant modes of accessibility are needed to serve regional activity centers.** Major activity centers in the region should be accessible to citizens from throughout the county and by various modes of transportation.
- **Decreasing the number of overcrowded rail trips should be a criterion when planning transit facilities.** Use of transit is optimized when transit usage is encouraged but where overcrowding does not occur.
- **Efforts to reduce congestion should reduce average daily cut-thru traffic on neighborhood and local roads.** The impact of efforts to reduce congestion on major roadways should result in minimal effects on neighborhoods.

In support of balanced and orderly growth, the process of considering modifications to the transportation network and land use pattern should include these qualitative evaluations:

- **Proposed additions and changes to the transportation network should be compatible with both the Maryland Planning Act and the Metropolitan**

Washington Council of Government's TPB Vision Plan. Development of a transportation and land use system should recognize the standards and approaches used by broader jurisdictions.

- **The effect of planned growth within the county and the region should be accompanied by transportation facilities adequate and appropriate for each community.** To maintain balanced and orderly growth, the evaluation of growth patterns should consider more than just the growth itself.
- **The relative impacts, both positive and negative, that growth would have on socio-economic groups and existing communities should be considered when growth forecasts are evaluated. A transportation and land use network should avoid having a disproportionate impact on low-income areas and areas of minority concentration.** The impact of growth on the citizenry should be considered when growth policies are enacted.

In the effort to protect the environment from the negative impacts of growth and enlarged transportation facilities, the Task Force recommends that:

- **Consideration should be given to the amount of land converted from undeveloped to developed land outside of the priority funding areas.** Changes in land use patterns result in change in the amount of green space, including trees and crop pastures.
- **Fuel consumption and emission concerns should be addressed as changes to the transportation and land use network are considered.** In the effort to enhance air quality, consideration must be given to mobile source emissions, the production of greenhouse gases, and the amount of fossil fuel used.

In evaluating the cost-effectiveness of public investment in transportation, consideration needs to be given to the following:

- **The percent of costs eligible for private financing should be considered in transportation planning.** An estimate of the proportion of total costs eligible for federal funding should be part of the evaluation process.

To improve pedestrian and traffic safety, the Task Force recommends:

- **The planning and design of activity centers and transit stations should include the pedestrian and bicycle paths. Sidewalks should be maximized in neighborhoods and centers of activity.** Pedestrian and bicycle access between neighborhoods and local centers relies on the provision of safe routes.

DATA NEEDS

Many of the objectives the Task Force developed required data that were not available. The Task Force recommends that the capability be developed and the data collected to measure and analyze the following types of data:

- **Congestion-related data such as volume/capacity or speed for the morning (A.M.) peak, off peak hours and weekends.** Consideration of other time periods is important when deciding whether to make improvements to transportation networks.
- **Daily hours of congestion along key sections of major roadways.** Measuring congestion levels on roadways is only part of the analysis needed. Equally important is the length of time that congestion occurs, a key indicator of whether users of the network have the option of traveling at other, less-congested times.
- **Traffic on neighborhood and local roads.** To understand fully the effects of congested roadways, understanding the extent to which traffic is diverted through residential neighborhoods is needed. Current modeling techniques do not reach this level of detail.
- **Acres of land in agricultural use and number of acres reduced in rural zoned areas.** Changes in land use should be quantified and compared with one another to determine the impact of proposed transportation and land use changes.
- **Acres of major highway right-of-way sections as a proportion of total acres in eastern and western rural areas of the county by low-density residential zones and in the Agricultural Reserve.** Part of the transportation and land use evaluation includes the ability to recognize the impacts by geographic area.
- **A measure of pollution as related to transportation.** The Task Force used vehicle miles traveled (VMT) as a surrogate measure for fuel consumption and emissions issues. A more comprehensive measure should be made available.

VI. TPR TASK FORCE MEMBERS

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VII. TECHNICAL APPENDIX

Two appendices are attached to this report: a summary of the Measures of Effectiveness (MOEs) and a report on two rounds of public involvement.