

## 6. PLANNING CONSIDERATIONS

The success of this five-year plan goes beyond identifying projects and associated costs as proposed in Chapter 4. This section describes the steps to be considered that could ensure the development of an environment that sustains the momentum generated by recommendations from Transit Summit I and II, and produces results. The steps are:

- Adopt a performance evaluation process for monitoring the effects of existing projects/services, and standards for measuring the impacts of proposed projects/services and routes;
- Devote resources for a transportation planner;
- Identify and coordinate stakeholders;
- Identify, monitor, and assess funding and legislative opportunities, and
- Establish an appropriate institutional backdrop for implementing projects and managing operations.

These steps must recognize the important role the private sector plays as part of a “public-private” partnership in providing air, water, land and rail transportation services to the public through an integrated “seamless” transportation network serving Cape Cod and the Islands.

### **6.1 PERFORMANCE EVALUATIONS**

The evaluation process serves as a means to monitor and measure the impact of *existing* and *planned* projects and services. It also provides a basis for understanding how to fine-tune projects and services, determine their system-wide effects, apply lessons learned to other locations, and guide future investments. Evaluation performance measures are statistics that describe characteristics of a proposed new service or improvement to existing service that relates to its performance. There are two basic types of measures:

- *Quantitative* -- a measure expressed in terms of counts, dollars, measurements, or other physical units.
- *Qualitative* -- a measure expressed in terms of people's attitudes, perceptions, or observations.

Certain issues such as land use and urban design may be difficult to measure in quantitative or qualitative performance measures, and may best be addressed in descriptive terms. It is possible to measure many of the evaluation criteria from two vantage points: the actual and perceived attributes of the service. For example, it might be appropriate to measure the *actual* travel time saved as well as people's *perceptions* of time saved. No accepted rule exists for determining when to examine both measures. Clearly, it may be prohibitively expensive to employ both for each area of interest. On the other hand, mere reliance on

quantitative measures may result in overlooking what is in fact the major behavioral determinant of the ultimate acceptance by the public. For example, providing enhanced health and human services transportation versus using those same resources to decrease seasonal automobile traffic may be difficult to justify on a pure cost basis, but can be justified qualitatively as a desirable social benefit. These issues should be addressed in the Evaluation Plan.

The Evaluation Plan needs to be well thought out so that it can be applied to a range of existing and planned projects and services. In doing so, it must:

- **Develop a Frame of Reference** for the project/service whether it is existing or planned. This includes describing the scope of the transportation improvement, determining whether or not the Cape Cod Transit Task Force and Cape Cod Commission objectives and those of other participants have been considered, and accounting for external influences that could impact the evolution of the project or whether it is existing or planned.
- **Establish Benchmarks** for measuring the system-wide effects of any of the projects – planned or existing. If the evaluation process is being applied to an existing bus route, then a "before/after" sampling scheme will allow a comparison between performance measures taken before the project and during and/or after the implementation of the project.
- **Determine Performance Measures**, which will provide a relative indication of the success of the existing project/service or proposed alternatives in terms of meeting system-wide, route, or corridor level objectives. This becomes increasingly complex depending on the number of alternatives presented during planning, and the number of project components that are implemented simultaneously. Screening criteria and associated performance measures and standards listed in Table 6.1,<sup>33</sup> can serve as guidance on determining acceptable or unacceptable performance of projects or designated routes, depending on what specific goals and objectives are promulgated by the CCRTA, regional or local governments or other bodies.

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<sup>33</sup> Exact performance measures can only be derived with exact knowledge of quantitative or qualitative goals and objectives. For example, measures derived for health and human services objectives are likely to be different than measures derived for congestion management.

**TABLE 6.1 Examples of Typical Criteria Associated with Work and Recreational Trips**

Screening Criteria	Performance Measures and Standards
Reliability	Mean miles before breakdowns. Actual miles traveled in revenue service as a percent of scheduled miles.
Coverage, Frequency, and Span of Service	Percent of population within walking distance of transit. Minimum time between arrival of first trip and departure of last trip. Provide basic mobility for the highly transit dependent populations. Maintain the economic viability of businesses throughout the Cape.
Financial concerns	Cost of the ride. Net cost per rider. Net cost per added rider. Operating fare recovery ratio (i.e. revenue/cost 40-50%).
System Utilization Effectiveness	Passenger/Seat capacity at peak load point. Average number of households in a given mile of a route, adjusted for season.
Population Density	Minimum 2000 people / sq. mile.
Employment Density	Number of jobs (variable) / sq. mile.
Serve Major Attraction Destinations	Stop's proximity to attractor destinations.
Comfort, Safety, and Image	How often are vehicles cleaned? Number of stops with shelters. Personal safety from crime.
Route Directness	Shouldn't be more than 20% longer than a car trip.
Spacing between Routes	Minimum of 1 mile between routes in low-density areas.
Route Length	Shouldn't exceed 25 miles or 2 hours.
Loading Limits	Shouldn't exceed 150% in peak 30 minutes.
Service Reliability	During Peak: 80% of arrivals less than 8 minutes late.
Stop Frequency	Average 2 to 6 stops per mile for buses.

Source: Transportation Planning Handbook, Institute of Transportation Engineers (ITE): 1992, and MBTA Service Quality Report, June 1997.

(The criteria for screening demand are dependent on the type of trip purpose that is being served. Work, recreational, and shopping trips can use the criteria in Table 6.1, but the health and human services need more demographic detail from census data to establish routes that can serve this market.)

- **Data Collection** depends on manual and automated data collection (for example, passenger counts), surveys, focus groups, and interviews for existing projects, as well as planned projects. Data collection should also be a critical activity during project planning stages to screen alternatives.
- **Implementation and Final Report** consists of digesting the analysis resulting from applying the performance measures. Special attention must be given to problems or changes that occurred during implementation that might have influenced findings and the project's performance. The final report must document the history and effects of a project, as well as providing a basis for comparing the effects of a particular project component with those of other similar projects. This should lead to

suggestions on possible modifications, and predicting the effectiveness and utility of the project components in other localities.

This phase not only generates information on which the final assessment of the demonstration is based, but also provides feedback relative to ongoing public transportation/transit operations. The ongoing evaluation activities, while adding to the cumulative body of quantitative and qualitative information regarding project impacts, provide interim indications of costs and functions, and the preliminary effects of these components on system performance. These interim findings may be useful to the local agency responsible for implementing and operating the demonstration by suggesting the need for operational modifications.<sup>34</sup>

## **6.2 STAFFING**

A full-time transportation planner could oversee the design and implementation of an evaluation plan. This individual would be charged with coordinating stakeholders, evaluating projects and services, developing planning policies, and identifying and programming projects. This service could be secured through a consultant contract with an individual or firm, or by hiring a planner directly (possibly as a Cape Cod Commission employee<sup>35</sup>).

## **6.3 COORDINATION OF STAKEHOLDERS**

The success of the full-time transportation planner will depend greatly on an ability to work closely with the public, Cape Cod institutions, state agencies/offices, such as the Executive Office of Transportation and Construction, the Massachusetts Highway Department, and state and congressional delegations.

Given the importance of public transportation on Cape Cod, many organizations need to be involved in the planning process – many of which are critical to project programming and funding. Stakeholders include: the federal government, state government, regional authorities, local governments, and public groups or organizations. The list below identifies many of the agencies and private transportation providers that are key to sustaining the planning process.

### **Federal Government**

- Amtrak
- Environmental Protection Agency (EPA)

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<sup>34</sup> It is also recommended that an annual 'report card' be developed that addresses in a time-series manner how well projects and services have been implemented, and recommendations on how to further improve them.

<sup>35</sup> Other Massachusetts regional planning agencies perform planning work for the RTA operating in their geographic area of responsibility.

- Federal Transit Administration (FTA)
- Federal Aviation Administration (FAA)
- Federal Highway Administration (FHWA)
- Federal Railroad Administration (FRA)
- Joint Program Office (JPO)
- U.S. Army Corps of Engineers

**Commonwealth of Massachusetts**

- Executive Office of Transportation and Construction
- Department of Environmental Protection/MEPA
- Massachusetts Highway Department (MassHighway)
- Massachusetts Port Authority (MassPort)
- Massachusetts Office of Tourism
- Massachusetts Aeronautics Commission
- Woods Hole, Martha’s Vineyard and Nantucket Steamship Authority

**Regional Authorities**

- Cape Cod Commission
- Massachusetts Bay Transportation Authority (MBTA)
- Cape Cod Regional Transit Authority (CCRTA)
- Old Colony Planning Council
- Southeastern Regional Planning and Economic Development District
- Nantucket Planning and Economic Development Commission
- Martha’s Vineyard Commission

**Local**

- All municipalities of Cape Cod
- Local airport commissions
- Municipalities in Southeastern Massachusetts
- Private Ferry operators
- Local Demand Response Providers, including many nonprofit's
- Various Private Bus Carriers, including P&B and Bonanza
- Cape Cod Central Railroad/Bay Colony Railroad
- Air service providers
- Martha's Vineyard Transit Authority
- Nantucket Regional Transit Authority

**6.4 INSTITUTIONAL BACKDROP**

**6.4.1 Current Structure**

Oversight of current regional public transportation issues for Cape Cod and the Islands is the responsibility of three Regional Transportation Authorities: the Cape Cod Regional Transit Authority (CCRTA), the Nantucket Regional Transit

Authority (NRTA), and the Martha's Vineyard Transit Authority (VTA). The Cape Cod Commission provides planning input to these RTA's. These RTA's are the outcome of Chapter 161 B of the General Laws of the Commonwealth of Massachusetts passed in 1973 and made effective in early 1974.

The law allows for towns within a certain defined geographic region to join together to address public transportation issues and to administer transit. Towns vote on a ballot measure to join the RTA and can consequently vote, via a ballot measure in either a regular or special election, to be removed from the RTA. Towns cannot vote against the creation of the RTA, only whether to join it or not.

An administrator, deputy administrator and several professional staff staff RTA's. Oversight is provided by an Advisory Board made up of town managers, selectmen or their designees of the member towns. Each member town has a weighted vote derived from its U.S. Census population data.

Communities which are RTA members must make a conscious decision to support the provision of public transportation, recognizing the fact that public transportation is a service that is provided to the community, and that it cannot be supported solely by fare-box revenues. The creation of an RTA (such as the CCRTA) is also an attempt by communities to band together to solve a regional problem at a regional level.<sup>36</sup>

The goal of the RTA law was to create a simple bureaucratic structure with the administrator overseeing day-to-day operations and the advisory board overseeing budget matters. Administrators were expected to be the transit planners or public administrators already involved in local government. By law (Ch. 161 B), the administrator is the sole decision-maker and the advisory board approves or disapproves his or her plans.

The power of a RTA's is its contracting for transit services. It cannot provide services directly as an owner/operator, but it can award exclusive contract rights to private providers. Additionally, a RTA cannot enter into negotiations with employees of the provider of the service, as that is a matter between the contractor and its labor force. The law further stipulates that bonds can be issued equal to the cost of service and can be used for capital improvements. Should the RTA derive income in excess of the cost of providing services, the surplus must either be disbursed back to the towns or placed in a reserve fund, which is not to exceed 3 percent of the prior year's reserve.

A RTA is also enabled under Chapter 161 to act on behalf of the region to take all necessary action to secure federal funding and assistance for transit operations. It is therefore incumbent upon the RTA to be aware of what sources

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<sup>36</sup> Glacel, Barbara Pate, Regional Transit Authorities: A Policy Analysis of Massachusetts, New York, Praeger Scientific, 1983, pp 124.

of funds and assistance are available from budget cycle to budget cycle, and to act apply for these funds. If received, the RTA's must also comply with all program-reporting requirements.

Funding for RTA's come from three distinct sources, the federal government, state government, and the member towns. Funds from the federal government are administrated as program grants and formula based operating assistance. State funds match all but roughly 25 percent of the operating costs incurred by the CCRTA. The state in turn pays the net cost of services minus Federal funds and the town assessment. Town assessments are calculated using a formula based on route and population. The assessment is not separated from the total assessment levied on the towns by the state for state services; it is part of the State's "cherry sheet". This makes it very difficult to determine what part of the overall assessment is actually for transit.

The CCRTA receives input from the Cape Cod Commission (CCC) on an informal basis. Part of the charter of the CCC is to oversee public transportation and transit issues. The CCC was established as a regional planning and regulatory agency to prepare and implement a regional land use policy plan for all of Cape Cod, excluding the Islands. The Commission is a department of the county government, Barnstable County, and is funded through a variety of sources.

The Commission is made up of volunteer members, representing each of the Cape's 15 towns and minority populations along with an appointee by the Governor (this seat is currently vacant). In turn, a professional staff with specific area expertise supports the Commission, including public transportation. The role of the Commission is to direct professional staff assignments and as such to represent the views and concerns of the constituencies they represent.

While conducting research on public transit, popular journalists Mssrs. Alan Lupo and Edmund Fowler found that although public transportation decisions are unquestionably political, there is strong speculation that the political process works well in making them. Public transportation decision-making in metropolitan areas is characterized by:

- 1) Absence of public or private leaders concerned with the whole urban area,
- 2) Consideration of issues only when they reach a crisis, and do not directly threaten the loss of autonomy by municipalities,
- 3) A tendency of individual units to compete rather than to cooperate, and
- 4) A tendency of suburbs to hold the central city in suspicion, increased by differences in political parties, ethnicity and other divisive factors.<sup>37</sup>

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<sup>37</sup> Lupo, et. al., Rites of Way: The Politics of Transportation Policy in Boston and the U.S. City, Boston, Little Brown, 1971.

Despite the fact that Cape Cod is generally considered to be a rural area, the challenges found by Mssrs. Lupo and Fowler in metropolitan areas are certainly applicable to the Cape today. In several analyses of the Cape, and the challenges to the region as it deals with its explosive growth, the issue of conflicting or absent central decision-making and who should ultimately take responsibility, continues to be a central issue.<sup>38</sup>

## **6.4.2 Funding Opportunities for Transportation Improvements on Cape Cod**

The Task Force can take advantage of multiple funding and financing options available to help pay for the capital and operating expenses associated with the public transportation system. The three main funding sources are federal funding, state funding and direct income, which can be supplemented by innovative financing mechanisms through public-private partnerships.

### **6.4.2.1 Federal Funding**

The Commonwealth receives federal appropriations for public transportation purposes principally from the Federal Highway Administration, the Federal Transit Administration, the Federal Aviation Administration and the Federal Railroad Administration. Some of this funding is flexible and can be used to meet whatever public transportation needs state and regional decision-makers identify, and the remainder earmarked for particular public transportation modes and projects. A portion of the federal gas tax, currently set at 18.4 cents, is the primary source of this funding. In FY 1997 \$939.6 million was collected in Massachusetts and the state received \$991.9 million in public transportation funding. This funding is not project specific.

### **6.4.2.2 Discretionary Programs**

To implement many of the recommendations for improved public transportation services mentioned in this plan, the Task Force will need to investigate a variety of Federal discretionary funding sources. The process of obtaining a Congressional budget earmark is beyond the scope of this report. It should be noted, however, that there would need to be a high degree of coordination between local interests and Congressional representation in seeking federal funding. Other sources of federal funds will be available through various policies adopted by public transportation agencies, such as Federal Highway Administration or the Federal Transit Administration. These organizations work closely with the Commonwealth on programming and disbursing funds for projects that meet various policy goals. To secure these funds, the RTA's must

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<sup>38</sup> Most recently, this absence of central decision-making appeared in the 2001 updated Draft Regional Policy Plan.

pay close attention to agency goals and to work closely with the Commonwealth of Massachusetts EOTC.

#### **6.4.2.3 State Funding**

State public transportation funding is derived from several sources: gasoline taxes, fees, bond proceeds, annual appropriations, sales tax and local assessments.

The gasoline tax is the principal source of public transportation revenue in Massachusetts. The revenue from this tax is distributed to the Highway Fund, the General Fund and a variety of environmental funds. Fees include charges to drivers for licenses, registrations, and plates. The revenues created by fees are credited to the Massachusetts Highway Fund.

Proceeds from bonds issued by the Commonwealth, MassPort, Massachusetts Turnpike and MBTA are how Massachusetts finances most of its share of the capital improvement program. The Commonwealth also has the option of providing an annual appropriation through the general operating budget to finance capital improvements.

#### **6.4.2.4 Forward Funding**

Prior to July 2000, the share of expenses paid by the Commonwealth for the operations (and in some cases fixed capital charges) of the MBTA and the 14 Regional Transit Authorities expenses, was reimbursed through the legislature up to 18 months after the close of that particular accounting year. This meant that the legislature had little control over actual authority spending, but was responsible for paying expenses long after they occurred. As of July 2000, the MBTA became the first transit authority in the Commonwealth required to submit a budget that would accurately convey the scope and breadth of the operations for the fiscal year, and be held accountable for any overages that may occur. To help pay down the backlog of prior expenses and to 'forward fund' budgeted expenses for the 2001 fiscal year, a dedicated funding source of one-fifth of sales tax revenue or 1 percent of sales of taxable goods is now earmarked for the MBTA State and Local Contribution Fund.

At the present time, negotiations are ongoing to require the fourteen (14) RTA's to forward fund their operations as well. Although it is not clear at the present time what the ramifications are for CCRTA, it would appear that this contribution fund could be a stable funding source for future CCRTA operations. Whether this funding environment will help or hinder the implementation of the recommendations from this plan is an issue that needs to be addressed before forward funding mechanisms are put in place. The effect of RTA "Forward Funding" upon RTA operations remains to be defined and addressed.

#### **6.4.2.5      *Direct Income***

Direct Income revenue consists of several sources including fares, parking fees, advertising, concessions, rent and non-operating revenues. Fares generated by ferries, planes and buses help pay for their operation. Parking fees can be collected at park-and-ride lots that serve transit stations or highway locations are another possibility. Concessions and rental fees at transit stations and park-and-ride lots can help defray some of the costs of operating them. Non-operating revenue is income earned on investments or the sale of property.

#### **6.4.2.6      *Financing Opportunities***

There are several methods used by the Commonwealth and by local/regional entities to form partnerships between government and the private sector to help share the costs associated with maintaining or improving the public transportation system. Some examples of these are Lease-to-Own options by the local public transportation agency, Design-Build-Operate<sup>39</sup>, Incentive Zoning, Impact Fees, and Regional Tax Base Sharing. The Lease-to-Own approach is feasible when a new facility is being built and is projected to generate enough revenue to provide investors with a competitive return. Design-Build-Operate allows for the design, construction, and operation of a public transportation project to be handled by one entity. This would translate into a time and cost savings. Incentive Zoning allows the communities to relax their zoning policies to induce in-kind benefits on the infrastructure. Impact fees allow municipalities to charge developers a fee to help mitigate any transportation-related impacts. Regional Tax Base Sharing grants the right for all of the communities within a public transportation agency to share in a percentage of the proceeds generated by the regional tax base.

Unfortunately, much of the CCRTA's Federal operating funds are derived from formulas that are based on the region's year round population. This does not take into account the influx of the seasonal population and the associated transportation needs. At the present time, it is recommended that the federal and state funding formulas be modified to include seasonal population increases to provide equitable and realistic funding to implement many of the recommendations contained in this plan. Moreover, it will help relieve the inequitable funding and congestion burdens imposed on year round residents during tourist season.

The National Park Service Cape Cod National Seashore is interested in leveraging NPS Alternative Transportation Systems into tangible transportation related improvements that benefit both the Park and the region. Presently, the Seashore has earmarked \$100,000 for a Cape Cod Long-range Regional Plan,

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<sup>39</sup> Design-Build and Design-Build-Operate require Massachusetts Legislature exemption from Chapter 30B, which currently restrict these methods.

provided other entities at least match this amount. In 2000, the Seashore allowed the CCRTA the use of 5 propane buses worth approximately \$500,000 to operate on the Provincetown-Truro Shuttle. Based on recommendations in this plan, as well as other planning currently being conducted by the Volpe Center, the NPS may be able to provide targeted funding for designated capital projects that can benefit both the Park and the region.

Barnstable County is a “donor” county to the state in terms of the Motel/Hotel room tax. The per capita Motel/Hotel tax collected on Cape Cod is 177 percent higher than the per capita tax collected Commonwealth-wide (the portion of this tax for 2001 that went to the state from Barnstable County was \$12 million). The per capita share of gasoline and sales tax collected in Barnstable County is approximately 120 percent as compared to the Commonwealth-wide per capita rate. The Task Force has proposed that some of these revenues that flow from Barnstable County to the state be considered as funding that could be made available for transit, rail and roadway needs. The Task Force has started the process of looking at these inequities, and the potential for capturing some of these revenues to fund the suggested improvements and make effective public transportation for Cape Cod sustainable into the future.

## **6.5 PRIVATE/PUBLIC SERVICE DELIVERY INNOVATIONS**

In some areas of the United States, transportation planners have created and implemented Transportation Demand Management measures that focus on ways to make better use of existing transportation infrastructure without constructing new roads through public/private partnerships. By developing alternate methods of transportation, fewer vehicles are needed to transport the same number of people. Public and private parties have organized through a proven approach to addressing and managing transportation needs through the formation of Transportation Management Associations (TMAs). The rationale behind the formation of a TMA lies in the synergy of collective actions, i.e., multiple businesses and the public sector accomplishing together what one business, or public entity could not do alone. TMAs can help solve transportation problems by providing services directly to members, or providing a means for organized private sector involvement in decision-making, public sector planning, and projects. While there is no precise blueprint for forming a TMA, the funding mechanisms, purpose, membership, and size of proposed Cape Cod TMAs would need to be tailored to local Cape needs. TMAs can provide a wide array of service delivery innovations to its members, including but not limited to:

### ***Information and Assistance***

- Carpooling/Ride matching
- Transit Route Information
- Transit Scheduling information
- Computerized Matching Assistance

- Personalized Matching Assistance
- Professional Transportation Coordinators

### **Program Operations**

- Vanpool Programs
- Bus pool Programs
- Guaranteed Ride Home
- Fleet-pool Programs
- Commuter Choice Tax Benefits

### **Alternative Work Schedules**

- Flexible Work Hours
- Staggered Work Shifts
- Adjustable Hours for Ridesharing
- Compressed Work Weeks

### **Convenience Incentives**

- Carpool Preferential Parking
- Vanpool Preferential Parking
- On-site Transit Pass Sales
- Shuttle Buses for midday use
- Fleet vehicles for midday use

An important consideration is the role of tax benefits that benefit both commuters and employers. Section 132(f) of the Federal tax code allows employers to increase their benefits package and reduce payroll taxes by offering Commuter Choice benefits. Commuter Choice benefits can be paid for by the employer, by the employee (through a pre-tax salary deduction), or can be paid for by a combination of both employer and the employee. Employers may give their employees up to \$100 per month (\$1,200 a year) in tax-free benefits, to commute to work by transit or be eligible vanpools. The employer pays for the benefit and receives an equivalent deduction from the employer's income taxes. Employees receive the benefit completely free of all payroll and income taxes, in addition to their current compensation.

Employers can also offer the transit or vanpool benefit using the Commuter Check voucher program. In Massachusetts, Commuter Check vouchers are currently available in \$20, \$21, \$22, \$25, \$35, and \$45 denominations. With the Commuter Check program, the employer orders the Commuter Check vouchers from the Commuter Check Corporation, and then distributes the vouchers to employees. Employees use the vouchers to purchase transit passes. Employees who use either a private or a public transit service can use this program. With this program, employers can purchase Commuter Check vouchers from the Commuter Check Corporation using money from these sources: pre-tax dollars (in lieu of compensation); company funds to offer a subsidy (in addition to

compensation); or a combination of both methods (up to the total monthly of \$100 per month, per person).

It is proposed that three TMAs be formed throughout Cape Cod around the corridors of Hyannis/Barnstable, Falmouth/Woods Hole, and Orleans/Outer Cape. The area around the county government offices and judicial facilities in Barnstable Village would be a likely candidate to commence a larger Hyannis/Barnstable TMA. This would demonstrate the county's willingness to tackle transportation problems created at county facilities, and plant the seed for the larger TMA encompassing the Hyannis/Barnstable area. All proposed TMAs could facilitate ways to efficiently and effectively transport seasonal and year-round workers to the various tourist, business, and health and human service entities in their area. The Hyannis/Barnstable, Falmouth/Woods Hole and Orleans/Outer Cape TMAs would ultimately have to be supported through substantial private sector management and financial support to be successful.

In Massachusetts, the statewide commuter services organization is CARAVAN for Commuters, Inc., a private non-profit organization affiliated with the Massachusetts Highway Department and the USDOT. CARAVAN provides assistance to commuters, companies, and transportation management associations throughout the Commonwealth, CARAVAN works with corporate leaders considering formation of TMAs to focus on business benefits (including employer and employee tax advantages), and to develop recommendations for employers and business groups on transportation demand management initiatives and TMA organizational alternatives. CARAVAN provides training, guidance, and technical assistance in operating a TMA, including program and financial management, board participation, and providing direct commuter services to employees of TMA member companies.

Also, CARAVAN administers the TMA Assistance Program, which provides Congestion Management and Air Quality (CMAQ) funds to develop value-added, pilot transportation projects at the worksite for TMA member companies. Funds granted to a TMA are generally for administrative, planning, marketing and operational purposes only. To be eligible for funding, a TMA must provide a detailed action plan that includes articles of incorporation as a private, non-profit corporation, bylaws, geographic boundaries, trip management goals, a financing plan, institutional structure, and potential membership estimates. Working together with CARAVAN, the Cape Cod Chamber of Commerce, Massachusetts Department of Environmental Protection, County of Barnstable, and major employers are the likely entities to initiate TMAs around Cape Cod.

In the near term, the following TMA work plan activities should be pursued in each of the three corridors:

1. Mission Statement Development, which is a concise statement stating the reason for the TMAs existence and outlining the general goals of the organization.

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2. Goals and Objectives, which define measurable targets or goals for the first year of operation.
3. Detailed Marketing Plan, as the means for promoting the TMA's services and activities to the commuting public.
4. Detailed Budget, identifying sources and uses of funds necessary to accomplish the goals and objectives.
5. TMA Services, identifying what the TMA will be providing.
6. Monitoring/Evaluation, to establish performance measures and a means to evaluate the effectiveness of the TMA's activities.
7. Membership and Dues Structure, to ensure the viability and sustainability of the organization.