FY2028 COMMUTER CONNECTIONS WORK PROGRAM – SECOND DRAFT

November 2026

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FY2028 COMMUTER CONNECTIONS WORK PROGRAM
November 17, 2026 DRAFT

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The National Capital Region Transportation Planning Board (TPB) is the federally designated metropolitan planning organization (MPO) for metropolitan Washington. It is responsible for developing and carrying out a continuing, cooperative, and comprehensive transportation planning process in the metropolitan area. Members of the TPB include representatives of the transportation agencies of the states of Maryland and Virginia and the District of Columbia, local governments, the Washington Metropolitan Area Transit Authority, the Maryland and Virginia General Assemblies, and nonvoting members from the Metropolitan Washington Airports Authority and federal agencies. The TPB is staffed by the Department of Transportation Planning at the Metropolitan Washington Council of Governments (COG).

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SUMMARY

Program Overview

Commuter Connections is a regional transportation demand management (TDM) program operated by staff to the National Capital Region Transportation Planning Board (TPB) at the Metropolitan Washington Council of Governments (COG). The program develops and implements several products and services that encourage efficient use of existing transportation infrastructure by reducing the amount of vehicle miles traveled (VMT) and vehicle trips (VT) on the system. The overarching TDM strategy of Commuter Connections is to reduce the demand side of congestion (i.e., reducing the number of people commuting alone in single occupant vehicles) rather than expanding the supply side. Reducing the number of people commuting alone can produce benefits such as reduced roadway congestion, reduced commuting and travel costs, reduced energy use and greenhouse gas emissions, improved air quality, and improved public health.

Commuter Connections is a network of 25 transportation organizations that work together to promote alternatives to driving alone to work, which includes carpooling, vanpooling, taking transit, teleworking, bicycling, scootering, or walking. Work products and services affiliated with the program are developed by TPB staff in concert with the program funders, which include the District of Columbia, Maryland, and Virginia Departments of Transportation (DOTs). The Maryland Transit Administration and the Virginia Department of Rail and Public Transportation also provide indirect funding and support to the program through local rideshare programs. The Commuter Connections Work Program (CCWP) serves as an annually-updated framework for program implementation that details products and services administered by the program.

The program serves commuters throughout the District/Maryland/Virginia megaregion, stretching north-to-south from southern Pennsylvania through central Virginia; and east-to-west from Delaware to eastern West Virgina. This geography is considered the program's commuter shed, as shown in Figure 1 on the following page. Specifically, the program targets Commuters who originate anywhere within the commuter shed and terminate within the TPB-defined National Capital Region, which is outlined in bold within Figure 1. The dark yellow area is a slightly different service area for commuters participating in the Guaranteed Ride Home program.

History and Context

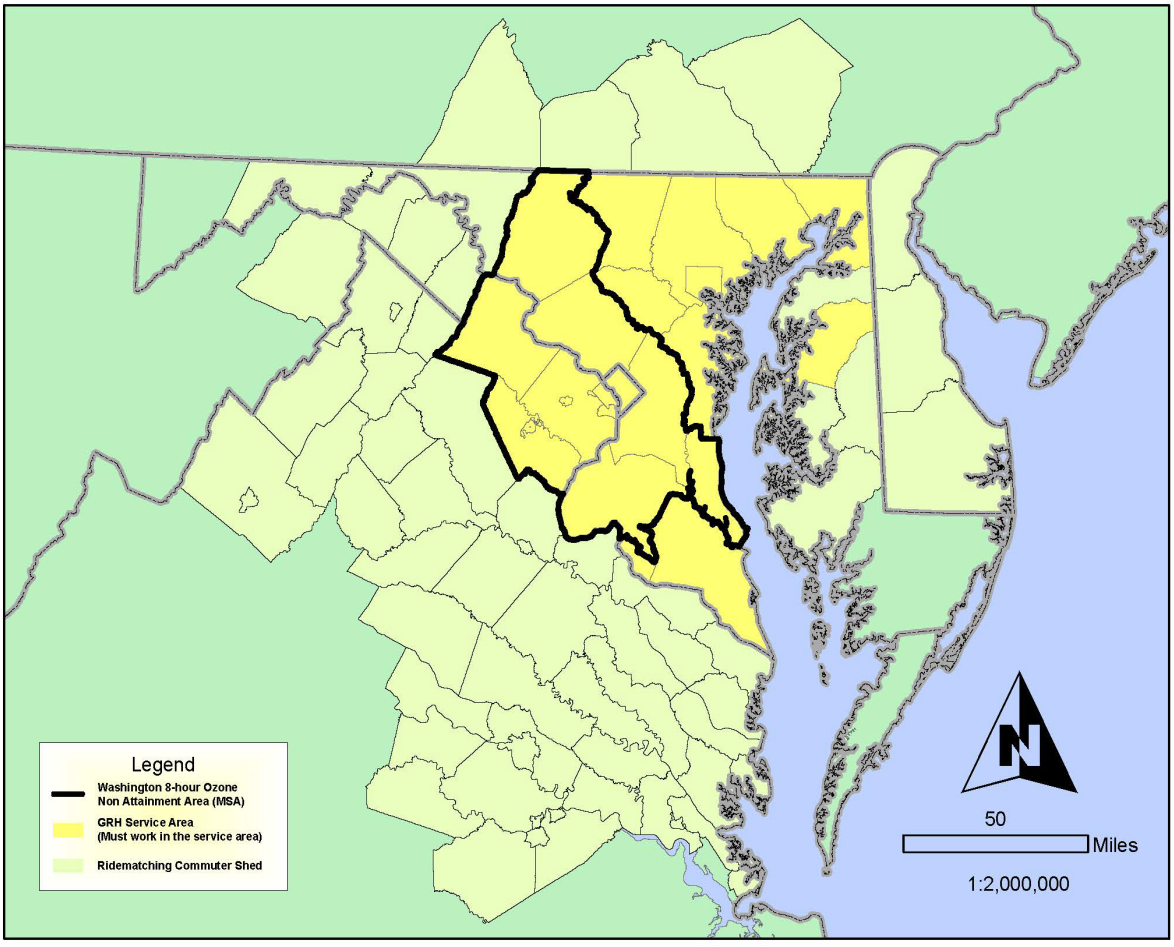
Commuter Connections was originally created in 1974 as the Commuter Club, providing one of the first computerized carpool matching systems in the nation. The Commuter Club network consisted of TPB, the General Services Administration (GSA), and the Greater Washington Board of Trade. TPB provided direct ride-matching services to the public, a free service which is still in operation today. In the 1980s, the City of Alexandria, Fairfax County, Montgomery County, Prince William County, and the Northern Virginia Transportation Commission joined the network. Commuter Club network members used TPB's ride-matching software and shared one regional database.

In the mid-1980s the network changed its name to the RideFinders Network. By 1994, the network had grown in membership to include all Washington D.C. area local governments, a few federal

agencies, several Transportation Management Associations, local governments from the Baltimore area, and southern Maryland.

In the mid-1990s the TPB began adopting transportation emissions reduction measures to reduce the emission of certain pollutants by vehicles on the roadway system. Many of these measures were strategies to reduce travel demand and change travel modes. These regional measures were funded by the three state DOTs. The DOTs approached the TPB to help administer some of these TDM strategies across the region. TPB agreed to expand the service offerings of the RideFinders Network and in 1996, the RideFinders Network changed its name to Commuter Connections with the three state DOTs funding all activities of Commuter Connections. Starting in 1997, new services began to be implemented, including internet-based services beyond just carpool/vanpool matching: transit route and schedule information, a regional Guaranteed Ride Home program, bicycling to work information, park-and-ride lot and HOV lane information, telecommute/telework program assistance, InfoExpress commuter information kiosks, and employer services. Commuter Connections celebrated its 50th anniversary in 2024 and simultaneously entered a new era of post-pandemic TDM programming. The CommuterCash app launched in January 2025, following a 4-year development partnership with the University of Maryland as part of the incenTrip research and development project. The goDMV Commuter Competition was immediately added as a feature to the app in March 2025.

Figure 1: Commuter Connections Commuter Shed



Current Strategies and Programs

Commuter Connections operates several free commute-oriented programs. The proprietary ridematching system pairs individuals that have similar commutes together for potential carpool and vanpool opportunities. The regional Guaranteed Ride Home program provides commuters with a free ride home in the event of a family, emergency, personal illness, carpool/vanpool disrupor unscheduled overtime. The CommuterCash program provides incentives, such as cash rewards or transportation credits, to encourage commuters to try new modes of commuting, such as carpool, vanpool, transit, or walk/bike, instead of driving alone.

Commuter Connections also produces resources such as the regional Commute Options Map that includes Park and Ride locations across three states, and a Commute Cost Calculator to determine the true hidden costs of one's commute.

Regional events such as Bike to Work Day and the goDMV Commuter Competition are organized and facilitated by Commuter Connections to help generate excitement about alternative forms of transportation. These regional events, along with the many programs and services listed in the prior paragraph, are marketed to the public through Commuter Connections' robust regional marketing efforts.

Through the Employer Outreach service, Commuter Connections works with employers to help them establish commuter benefits and commute assistance programs for their employees at their workplace. For instance, telework resources are available to employers who wish to improve their polices. Commuter Connections employer outreach representatives familiar with each specific jurisdiction provide expert professional assistance to employers for commuting and telework needs.

Commuter Connections has a monitoring and evaluation activity. Feedback is gathered from program participants via surveys; data is analyzed and published into reports such as the TDM Analysis Report. Additionally, the public is surveyed as part of the State of the Commute, which helps provide insights on regional commuting trends. Data procured from these instruments informs decision-making on how to best operate and promote Commuter Connections' programs and services.

Organizational Structure

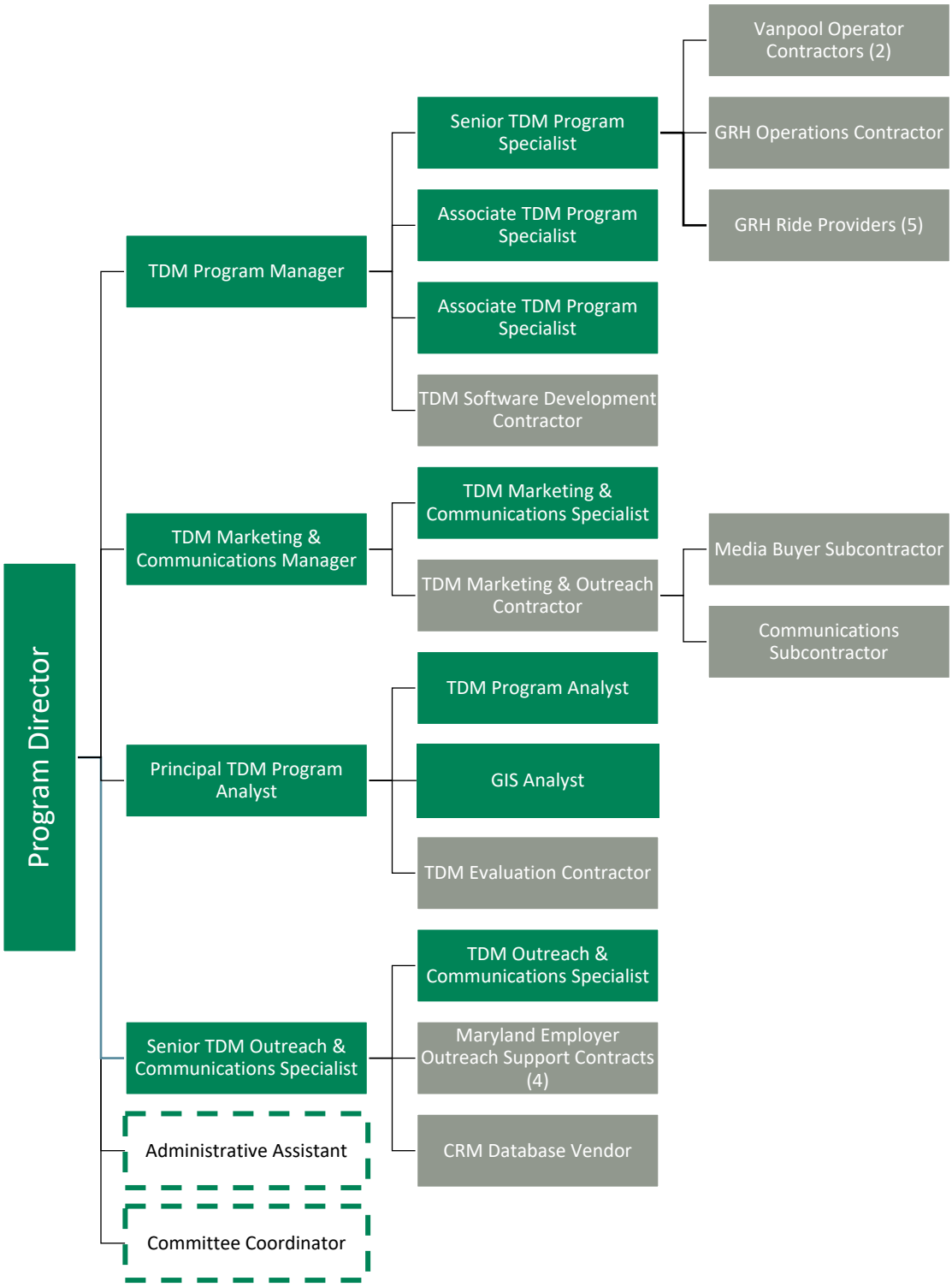
TPB staff on the Demand Management and Mobility Programs team are responsible for implementing the Commuter Connections program. The skillsets of the team are wide ranging and align with the expertise needed for each element of the program.

Several contractors and network members aid in program implementation. TPB staff manage the work of all program contractors, with scopes of work developed at the onset of each fiscal year.

An organization chart, shown as Figure 2 on the following page, details the dynamic relationships between team members and contractors. Green boxes denote TPB staff, while grey boxes denote program contractors. Dashed boxes represent matrix team members housed on other TPB teams.

Support teams at COG also include an Office of Communications, Accounting, Procurement, and Human Resources. TPB staff coordinate with COG support staff as needed. Support staff salaries are partially funded by the "Management and Admin" budget line item shown on page 9.

Figure 2: TPB/Commuter Connections Staff Organization Chart



Network Members

The following local jurisdictions, transportation agencies, transportation management associations, and federal government agencies deliver ridematching and commuter assistance services through the Commuter Connections network to their residents and/or workers:

Figure 3: Commuter Connections Network Members

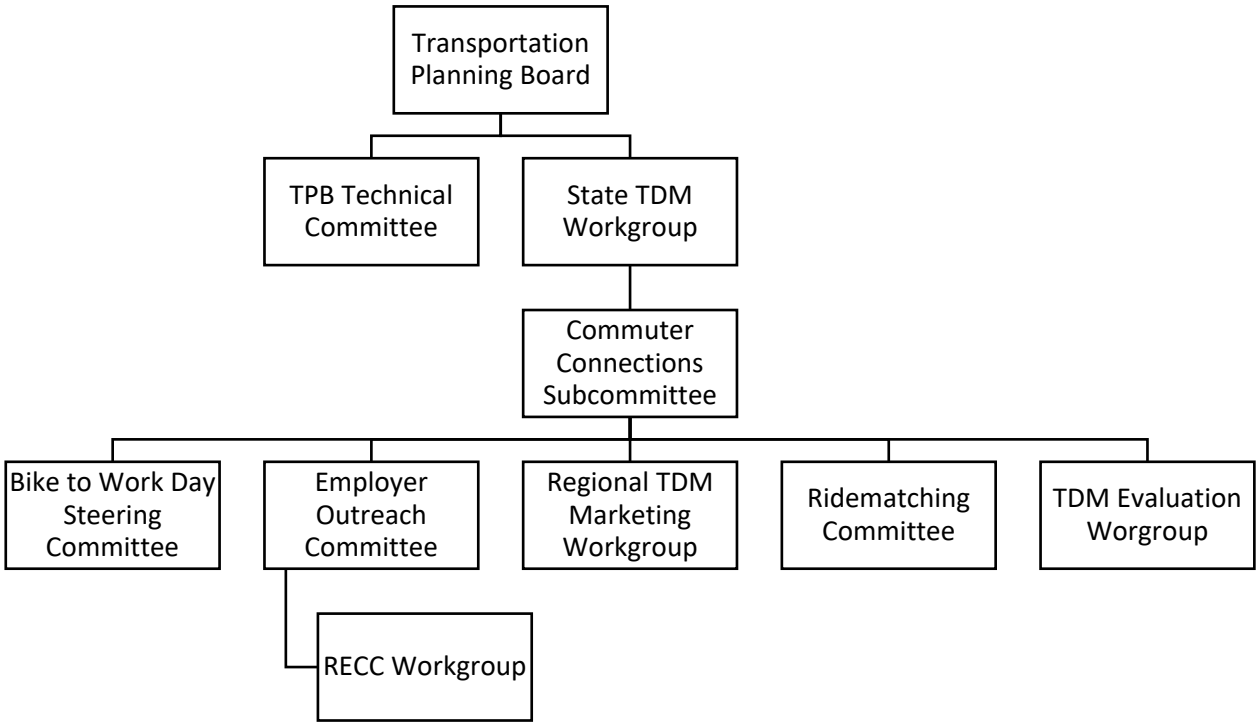
Regional		
COG/TPB		
District of Columbia		
DDOT/goDCgo		
Maryland		
Anne Arundel County	Food & Drug Administration	Montgomery County
Baltimore City	Frederick County	National Institutes of Health
Baltimore Metropolitan Council	Harford County	North Bethesda Transportation Center
Bethesda Transportation Solutions	Howard County	Prince George's County
	Maryland Transit Administration	Tri-County Council for Southern Maryland
Virginia		
Alexandria City	George Washington Regional Commission	Northern Shenandoah Regional Valley Commission
Arlington County	Fairfax County	Potomac and Rappahannock Transportation Commission
Department of Defense	Loudoun County	Rappahannock Rapidan Regional Commission

Committee Structure

TPB and the state funding agencies have an established working group; the State TDM (STDM) Workgroup, which meets monthly and consists of representatives of the state transportation funding agencies in the District of Columbia, Maryland and Virginia. The State TDM Workgroup helps to define the program content and budget for each fiscal year and helps to develop a detailed annual Work Program in collaboration with TPB staff and the Commuter Connections Subcommittee.

There are various committees comprising subject matter exports that work to provide input, technical guidance, and general feedback for their respective program elements. The Commuter Connections Subcommittee will continue to provide overall technical review of the regional program elements in this Work Program and meet every other month. The Subcommittee will also review, provide comments, and endorse reports and other products for release. The Bike To Work Day Steering Committee will meet every other month from September to May to organize the regional Bike To Work Day event. The Commuter Connections Ridematching Committee meets triannually to discuss technical issues regarding the Commuter Connections TDM System and CommuterCash. The TDM Evaluation Group will meet as needed to provide direction and review of the regional TDM evaluation project. The Employer Outreach Committee will meet triannually to review and discuss Employer Outreach efforts. The Regional TDM Marketing Group will also meet triannually to provide input and coordinate on regional TDM advertising and marketing efforts. Specialized project work groups, such as the Regional Employer Commuter Competition (RECC) Work Group, will continue to meet as needed to address implementation issues.

Figure 4: Commuter Connections Committee Structure



Program Effectiveness

TPB staff routinely collect data via surveys and participant activity in Commuter Connections programs to determine overall effectiveness. A recent evaluation, which analyzed data collected from July 2021 – June 2023, shows that the program helps reduce 119,500 daily vehicle trips and 2,168,000 vehicle miles of travel each day which results in eliminating 0.4 tons of nitrogen oxides (NOx) and 0.3 tons of Volatile Organic Compounds (VOCs) emissions. Other notable societal benefits include reducing the number of hours commuters collectively spend stuck in traffic, reduced by 2,883 hours per day; and an estimated savings of 93,000 gallons of fuel per day. All told, the Commuter Connections program is estimated to produce a total daily cost savings of $519,800 for commuters in the region.

Planning Process Requirements

The TPB is required by federal regulations to approve a congestion management process which includes travel demand management as part of the metropolitan transportation plan. Commuter Connections constitutes the major travel demand management component of the congestion management process to be approved by the TPB. Initially, Commuter Connections provided transportation emission reduction measure benefits for inclusion in the air quality conformity determination, which was approved by the TPB as part of the annual update of the Long-Range Plan and Transportation Improvement Program. However, for the past decade or more the TPB has not required the use of the program's air quality impacts in the conformity analyses. In addition, Commuter Connections transportation impacts from its various programs may be needed to meet Performance Based Planning and Programming (PBPP) regional targets.

Funding

The regional state funding shares for the program elements are defined using a formula agreed to by the state funding agencies. Funding agencies for the programs listed in this document include the District Department of Transportation, Maryland Department of Transportation, Maryland Transit Administration, and the Virginia Department of Transportation. The Maryland Transit Administration and the Virginia Department of Rail and Public Transportation provide additional direct funding to their local jurisdictions for transportation demand management activities that support the regional Commuter Connections program. The costs of the jurisdictional activities are allocated directly to the jurisdiction or jurisdictions that choose to conduct them. This ensures that the regional activities upon which all other activities depend will be conducted regionally, and that the costs are allocated to the participating funding agencies per the agreed upon funding formula. At the same time, considerable flexibility is available to the state funding agencies and other agencies to define and fund discretionary activities that respond to their individual policy and funding priorities. Commuter Connections program services have also been incorporated into larger construction projects such as the I-495 Express Lanes Northern Extension (495 NEXT) project in Northern Virginia, and emergency traffic management efforts such as the Key Bridge Collapse in Maryland.

Table 1: FY2028 Commuter Connections Budget by Expense Category

	Direct Labor Expense		Indirect	Non-Labor Direct Expense					
Work Activity	Salaries	Fringe Benefits[1] (26.04%)	Management & Admin[2] (53.65%)	Contract Services	Paid Media Promotions	Subsidies & Incentives	Subrecipient Pass-thru[3]	Other[4]	Total
Commuter Program Operations	$726,929	$203,322	$490,614	$586,500	$55,000	$952,000	$0	$82,800	$3,097,165
Marketing	$258,856	$72,402	$174,705	$738,250	$1,326,250	$180,000	$0	$162,250	$2,912,714
Monitoring and Evaluation	$198,236	$55,447	$133,792	$586,000	$0	$0	$0	$6,000	$979,475
Employer Outreach	$279,352	$78,135	$188,538	$134,600	$223,500	$0	$667,000	$160,850	$1,731,975
TOTAL	$1,463,373	$409,305	$987,650	$2,045,350	$1,604,750	$1,132,000	$667,000	$411,900	$8,721,328

[1] Fringe benefits are calculated as a percentage of TPB program staff salaries.

[2] Management and Administration (M&A) is calculated as a percentage of the sum of direct labor expenses. M&A, or Indirect Costs, help fund the support teams at COG.

[3] Subrecipient pass-thru dollars are associated with the Maryland Local Agency Funding and Support program element and is funded exclusively by MDOT.

[4] Other direct costs direct costs include data acquisition, software subscription/acquisition, postage, printing, conference/meeting facilitation, supplies, etc.

Table 2: FY2028 Commuter Connections Budget by State Funding Agency

Funds Source	Commuter Program Operations	Marketing	Monitoring & Evaluation	Employer Outreach	Totals
District of Columbia (DDOT)	$333,917	$327,324	$115,578	$119,195	$896,015
State of Maryland (MDOT)	$1,895,407	$1,359,311	$430,969	$1,180,808	$4,866,496
State of Maryland (MTA)	$55,000	$0	$0	$0	$55,000
Commonwealth of Virginia (VDOT)	$812,841	$1,226,078	$432,928	$431,971	$2,903,818
Total	$3,097,165	$2,912,714	$979,475	$1,731,975	$8,721,328

NOTE: Local jurisdiction commuter assistance programs in Maryland and Virginia receive separate grants from the Maryland Transit Administration and the Virginia Department of Rail and Public Transportation to provide local services and to help support regional TDM program activities. State funders also provide supplemental assistance to local jurisdictions and contracts to implement the Employer Outreach project.

NOTE: Commuter Connections has a projected revenue stream of **$8,100** for Commuter Connections TDM System Access Fees. Network members who do not receive funding from the state DOTs pay a $2,700 annual subscription fee to utilize the Commuter Connections TDM System. Subscribers in FY2028 are expected to include the Food and Drug Administration, Department of Defense / World Headquarters Services, and National Institutes of Health. Access fee revenues are considered supplemental to the CCWP and are used for Commuter Connections TDM System enhancements and maintenance.

TASK DESCRIPTIONS AND COST ESTIMATES

I. Commuter Program Operations

A. PROGRAM ADMINISTRATION AND TECHNICAL ASSISTANCE

Commuter Connections serves a network of local jurisdictions who use a common/regional platform and branding to implement TDM strategies. The Commuter Connections TDM System, a custom-built platform developed to fit the unique needs of the National Capital Region. All network members access and utilize the system to process commuters seeking a variety of information that may help optimize their commutes, include ridematch lists, transit information, enrollment in commuter incentive programs, etc.[5]

Local network members must be proficient with the Commuter Connections TDM System in order to effectively understand how to properly process commuter records and assist commuters. As such, TPB staff will provide technical support and training to network members who utilize the Commuter Connections TDM System.

Products and services to be completed by TPB staff include:

- Provide technical support and training to local Commuter Connections network members for the regional Commuter Connections TDM System.
- Provide customer service and software training for network members, as needed.
- Document specific technical support actions taken as well as daily commuter support given to network members.
- Review and distribution of received ridematching applications from the general public (i.e., appform assignments).
- Maintain and monitor vanpool activity in the TDM System. Provide support to network members utilizing the service.
- Update and distribute TDM System Training Manual, as needed.
- Conduct monthly purge process; distribute monthly commuter renewal notices.
- Produce member reports and fulfill member data requests.
- Update and maintain listing of Regional TDM Resources on commuterconnections.org.
- Archival maintenance of Federal Agency Employee Transportation Coordinator resources.

[5] TPB staff administers ridematching services for the District of Columbia and Arlington County.

- Staff the Commuter Connections Subcommittee, Ridematching Committee, and State TDM Workgroup.
- Monitor and update the CCWP Master Agreement as needed.
- Produce the annual Commuter Connections Work Program.

Oversight: Three committees will provide oversight for this task including:

- Ridematching Committee: Provide input and feedback on technical software processes within the Commuter Connections TDM System, suggest system enhancements, communicate technical support issues, and commute shared experiences as administrators.
- Commuter Connections Subcommittee: Provide input and comments on all projects in the current CCWP and any future CCWP under development or amendment.
- STDM Work Group: Review and provide updates to CCWP Master Agreement. Review and approve budgets for program elements. Provide input and comments on all projects in the current CCWP and any future CCWP under development or amendment.

Cost Estimate: $311,864

B. COMMUTER SUPPORT

For 50+ years, TPB staff have provided accurate and helpful information to commuters seeking to optimize their commutes. TPB staff will continue to provide commute information services to commuters by means of telephone, email, and web chat. This includes assisting commuters as they review their ridematch list generated by the Commuter Connections TDM System, identifying plausible Park & Ride lots, transit options, and helpful bike/pedestrian resources. TPB staff will transfer commuters to a knowledgeable representative(s) at a local TDM program, when available.

Products and services to be completed by TPB staff include:

- Provide general customer service by answering the regional 1-800-745-RIDE line and TDD line in English and Spanish; respond to e-mails sent to the general intake email inbox (ridematching@mwcog.org).
- Operate ticketing system to field technical support requests on behalf of commuters for Commuter Connections products.
- Process commuter applications within the Commuter Connections TDM System and provide proper follow-ups, where necessary.
- Matchlist and account renewal notice generation and distribution services.
- Provide commuter traveler information on alternatives to driving alone to the general public by various communication mediums such as the commuterconnections.org website, Commuter Connections TDM2 System, Commuter Connections mobile app, CommuterCash or printed materials.

- Update and maintain content on the Commuter Connections website and social media sites such as Facebook, X, YouTube, Instagram, and other sites as needed.

Cost Estimate: $243,707

C. INFORMATION SYSTEM MAINTENANCE AND ENHANCEMENTS

Various technology investments are required to deliver accurate and desirable SOV commute alternatives to inquiring commuters. One of the primary means for compiling and disseminating customized and relevant information is the Commuter Connections TDM2 System. The TDM2 System is a custom-built platform developed to fit the unique needs of the National Capital Region. Many thousands of commuters use the system annually to find ridematch partners and explore their commute options, such as optimal bike routes, park and ride locations, and transit routes. Commuter Connections licenses access to the TDM2 System to approximately 25 network members throughout the region who specialize in TDM implementation within their respective jurisdiction, or in some cases, federal worksites.

Many isolated datasets are maintained and regularly updated in order to provide accurate, reliable commute information. These datasets include transit stop data, park and ride lot locations, bicycling information, and casual carpool pick-up points. All datasets must conform to the Commuter Connections TDM2 System's Geographic Information System (GIS) standards so that a robust set of linked and unlinked commute options can be presented to commuters. TPB staff must curate the datasets and along with GIS features such as the address locator, which geocodes all addresses within the Commuter Connections service area, and a navigable network that permits routematching for carpools and vanpools, bike navigation that prioritizes suitable bike segments, and transit linkages.

The information system powering Commuter Connections' technical capabilities must be maintained and regularly updated. The various Postgres databases and web application supporting the system are hosted online though Amazon Web Services. TPB staff will work in conjunction with the TDM2 System Software Development Contractor to maintain and enhance the Commuter Connections TDM2 System and associated products.

Products and services to be completed by TPB staff include:

- Provide daily routine monitoring and maintenance of the TDM System for approximately 25 client member locations in the region.
- Maintain and update Postgres database, software, modules, web apps, and applications comprising the Commuter Connections TDM System.
- Maintain and update mobile applications associated with the Commuter Connections program, such as CommuterCash and the Commuter Connections Mobile Application.
- Host, maintain, and protect web servers containing Commuter Connections assets.
- Update local and regional information for transit, park and ride lots, bikeshare, and bicycle route information. Some components will be integrated into the TDM System, others will be statically updated on commuterconnections.org.

- Maintain a listing of unique employer worksites in the TDM2 System.
- Manage and oversee TDM Software Development Contractor.

Cost Estimate: $550,538

D. REGIONAL GUARANTEED RIDE HOME PROGRAM

The regional Guaranteed Ride Home (GRH) program eliminates a major barrier to using transit, carpooling, vanpooling, bicycling or walking to work. Studies have shown that a commuter's fear of being "stranded" at work if they or a family member become ill, or if they must work unexpected overtime, is one of the most compelling reasons commuters do not rideshare or use transit to travel to work. The regional GRH program eliminates this barrier by providing a free ride home in the event of an unexpected personal emergency or unscheduled overtime. The GRH program's free ride home is offered only to commuters that carpool, vanpool, use transit, bicycle, or walk to work at least two days per work week. As a result of the GRH program, some single occupant vehicle drivers will switch to a ridesharing or transit commuting alternative, and current ridesharing and transit users will increase the use of alternative commute modes. The GRH program is an insurance program for those commuters who do not drive alone to their worksite.

TPB staff processes all GRH applications received through the Commuter Connections TDM System, by phone, or by mail. As part of this process, TPB staff registers qualifying applicants, produces digital GRH registration ID cards, and sends ID card and participation guidelines to new registrants. Commuters can obtain information about the GRH program and complete an application on the Commuter Connections website, www.commuterconnections.org. Commuters may also call COG's Commuter Connections telephone number, 1-800-745-RIDE, to ask questions about the GRH program and/or request information and an application. The 800 number is equipped with a menu so that callers can choose the menu item that best fits their needs. All GRH questions and requests for information and applications are taken by TPB staff.

TPB staff will continue to respond to the general public and to GRH applicants for registrations and re-registrations to the program. Registered commuters will be notified when their GRH registration is about to expire. Staff will continue to prepare and send new and re-registration GRH ID cards along with corporate rewards coupons (if present), registration letters, and participation guidelines on a weekly basis. Staff will also continue to monitor and maintain the GRH applicant database and server.

GRH transportation service is provided by several taxi and Transportation Network Company (TNC) companies under contract with COG. Commuters make their GRH trip request through a menu option provided on the Commuter Connections 1-800-745-RIDE hotline, through the Commuter Connections website, or Commuter Connections mobile app. All requests are routed to the GRH Operations Contractor. The contractor reviews and assesses the trip request and approves or denies the request based on the GRH Participation Guidelines. The contractor then arranges the approved trips with the appropriate transportation providers. If a trip request is denied, the commuter is offered an arranged trip at their own expense. Customer service training will be provided to all Guaranteed Ride Home call center agents as needed.

TPB staff will continue to update and maintain program participation guidelines, per guidance from the Commuter Connections Subcommittee. Should Staff feel changes are necessary, recommendations will be presented to the Commuter Connections Subcommittee for their final review and approval.

Products and services to be completed by TPB staff include:

- Process requests from the general public for registration and re-registration to the program. Notify commuters when registration is about to expire.
- Prepare and send GRH new and re-registration ID cards, registration letters and participation guidelines on a weekly basis.
- Monitor and update GRH applicant database.
- Update and maintain program participation guidelines.
- Process GRH trip requests, approve/deny requests, and arrange rides.
- Management and monitoring of contract services for day-to-day operations and ride providers, including invoice processing.
- Customer service training for GRH call center agents as-needed.
- Develop and operate the GRH Self-Service Ride Request pilot. Examine pilot impacts and determine long-term feasibility of the feature.

Oversight: The Commuter Connections Subcommittee will provide input and feedback on GRH program operations, such as changes to the Program Guidelines.

Cost Estimate: $500,763

E. BALTIMORE AND ST. MARY'S GUARANTEED RIDE HOME PROGRAM

The Baltimore and St. Mary's Guaranteed Ride Home Program (GRHB) is an extension of the Regional Guaranteed Ride Home program described in the previous section. The program scales identical services consisted with the program requirements to the Baltimore region and St. Mary's County. Select marketing activities are also included in this element.

This program element is funded and directed exclusively by MDOT and MTA.

Products and services to be completed by TPB staff include:

- Process requests from the general public for registration and re-registration to the program. Notify commuters when registration is about to expire.
- Prepare and send GRH new and re-registration ID cards, registration letters and participation guidelines on a weekly basis.
- Monitor and update GRH applicant database.
- Update and maintain program participation guidelines.

- Development of marketing and advertising campaigns in the Baltimore metropolitan region.
- Collect and analyze data from monthly GRH customer satisfaction survey for program users. Produce annual customer satisfaction survey.
- Process GRH trip requests, approve/deny requests, and arrange rides.
- Management and monitoring of contract services for day-to-day operations and ride providers, including invoice processing.
- Customer service training for GRH call center agents as-needed.
- Media buy funded by MTA for marketing and advertising campaigns in the Baltimore metropolitan region.
- Develop and operate the GRH Self-Service Ride Request pilot. Examine pilot impacts and determine long-term feasibility of the feature.

Cost Estimate: $212,886

Includes $55,000 media buy budget (MTA)

F. COMMUTER INCENTIVE PROGRAMS

Commuter Connections operates robust commuter incentive programs to help shift behavior away from SOV commuting. Meaningful incentives can be earned by program participants who choose to rideshare, take transit, bike, walk, or use a variety of these modes to form a multi-modal commute trip. Commuters who routinely engage with Commuter Connections to verify their non-SOV commute modes by logging their trips through the CommuterCash mobile app or Commuter Connections TDM2 System can earn incentives in the form of cash or transportation credits.

The primary means of earning incentives is earning points through the CommuterCash app. Points are awarded based on a commuter's past travel patterns and current transportation network congestion levels. TPB staff, in conjunction with Commuter Connections network members, can adjust the points algorithm to award bonuses for special events (e.g., goDMV), major corridors under construction, or to encourage specific modes (e.g., carpool promotions).

The Carpool Bonus is an additional program operated through CommuterCash. The Carpool Bonus will award bonus points for carpool trips and carpool expansion (e.g., HOV-2 to HOV-3).

TPB staff actively monitor program participation in all Commuter Connections commuter incentive programs. This includes screening and registering commuters in the Commuter Connections TDM2 System, screening and approving eligible trip logs, and fulfilling incentive requests for participants.

Products and services to be completed by TPB staff include:

- Create and maintain instructions, tutorials, and other communications materials to simplify end-user participation.
- Monitor participation in CommuterCash, including Carpool Bonus. Enroll and assist program participants.

- Update the program's Terms and Conditions and Participation Guidelines as determined by the State TDM Workgroup or Commuter Connections Subcommittee.
- Review select trip logs, registered carpools, and other activities to validate and authorize incentive payments in the form of cash or transportation credits. (Max per commuter: $600/year).
- Work with TDM Software Development Contractor on any technical issues and/or upgrades.
- Coordinate and implement technical updates.
- Provide targeted customer service and support to program participants.

Oversight: The Commuter Connections Subcommittee will provide input and feedback on Commuter Incentive Program operations, such as changes to the Program Guidelines.

Cost Estimate: $166,356

G. 'POOL REWARDS VANPOOL SUBSIDY PROGRAM

The 'Pool Rewards Vanpool Subsidy Program helps reduce the cost of starting and maintaining a new vanpool. Newly formed vanpools that originate in either the District of Columbia or in Maryland whose destination is in the Washington DC non-attainment region are eligible to participate. Third-party vanpool providers on contract with COG/TPB provide the vanpool service and each of the 'Pool Rewards eligible vanpools receive an on-going monthly subsidy of $300 per month.

TPB staff worked with WMATA to develop a monthly mileage reporting system for the Federal Transit Administration's (FTA's) National Transit Database.

There will also be continued coordination with Virginia's vanpool incentive program, Vanpool Alliance.

Products and services to be completed by TPB staff include:

- Monitor participation and logging of trips in accordance with the program's Terms and Conditions, and Participation Guidelines.
- Update the program's Terms and Conditions and Participation Guidelines as determined by the STDM Workgroup or Commuter Connections Subcommittee.
- Review and enroll vanpools into the program.
- Review and process monthly subsidy for eligible vanpools.
- Report vanpool data to the FTA's National Transit Database (NTD).
- Complete any necessary required audits for NTD reporting.
- Manage and oversee Vanpool Operator Contractor(s), including at least one procurement for new/additional vanpool providers.
- Provide targeted customer service and support to program participants.

Cost Estimate: $334,573

Includes $252,000 subsidy budget

Oversight: The Commuter Connections Subcommittee will provide input and feedback on the 'Pool Rewards Vanpool Subsidy Program, such as changes to the Program Guidelines.

H. BALTIMORE COMMUTES: MDOT COMMUTER INCENTIVE PROGRAM FOR KEY BRIDGE EMERGENCY TDM

MDOT added a supplemental commuter incentive program to the FY2025 CCWP by means of Amendment 1, TPB SR7-2025. The program closely mirrors the existing Commuter Connections commuter incentive program, which incentivizes new carpools and vanpools to earn cash if their commute traverses a portion of the TPB planning area. Program administration efforts will be similar: TPB staff will screen carpools and vanpools, monitor travel activity, and issue incentive payments to carpools and subsidy payment to vanpool providers. MDOT will manage all other marketing and outreach activities independent of Commuter Connections.

The methods for accruing incentives for the MDOT Commuter Incentive Program are slightly different, as noted in the program guidelines posted to the Commuter Connections website.[6]

- Monitor participation and logging of trips in accordance with the program's Terms and Conditions, and Participation Guidelines.
- Process vanpool subsidies and carpool incentives.
- Update the program's Terms and Conditions and Participation Guidelines as determined by MDOT.
- Review and enroll carpools and vanpools into the program.
- Review trip logs and other activities to validate incentive payments.
- CARPOOLS: Authorize incentive payments in the form of cash or transportation credits. (Max per commuter: $600/year).
- VANPOOLS: Authorize subsidy payments directly to vanpool operators.
- Report vanpool data to the FTA's National Transit Database (NTD).
- Complete any necessary required audits for NTD reporting.
- Maintain BaltimoreCommutes.org "microsite" and report analytics to MDOT.
- Manage and oversee Vanpool Operator Contractor(s), including at least one procurement for new/additional vanpool providers.

Cost Estimate: $660,700

[6] https://www.commuterconnections.org/programs-and-incentives/baltimorecarpool/

Includes $540,000 subsidy budget

I. SCHOOLPOOL

SchoolPool is a supplemental Commuter Connections program that serves as an off-the-shelf platform for schools seeking to promote and foster carpooling for student drop-off and pickup. https://schoolpool.commuterconnections.org/schoolpool/ , a spinoff of the Commuter Connections TDM2 Platform, serves as the independent, custom platform for SchoolPool. TPB staff does not promote SchoolPool, but instead works alongside local jurisdictions with coordinators who identify schools who wish to participate in the program. Commuter Connections will provide assistance to both coordinators and participants who register. Due to the ever-changing nature of student records, the entire database is defaulted into a purge at the end of every school year, unless a parent re-registers their student(s). TPB staff oversee purge communications and administration.

Products and services to be completed by TPB staff include:

- Provide program registration support to school administrators. Screen and approve new school applications.
- Provide customer support to parents of students.
- Perform the annual purge.
- Manage and oversee TDM Software Developer to maintain and enhance platform.
    - Migrate to new server on a supported operating system
    - Coordinate with DDOT to upgrade and enhance platform

Cost Estimate: $95,778

Includes supplemental $50,000 DDOT enhancement package

II. Marketing

The Marketing program delivers a “brand promise” for Commuter Connections as an umbrella solution for commuters seeking alternative commuting options within the region through regional marketing campaigns, special events, and targeted initiatives. The use of media and other forms of communication at high reach and frequency levels are used to communicate the benefits of alternative commute methods to SOV commuters most likely to shift to non-SOV travel.

A. REGIONAL TDM MARKETING AND ADVERTISING

Regional TDM marketing campaigns aim to encourage both current SOV and non-SOV populations to either start or to continue using alternative transportation modes for commuting. Regional TDM marketing campaigns complement other ongoing Commuter Connections program services that have been implemented in the region by increasing their overall efficiency and effectiveness.

Outreach for Commuter Connections regional marketing campaigns may include but are not limited in the use of direct mail to households and employers, radio, television, website, social media, web banner, bus and rail, special event advertisements, and keyword search engine sponsorships. TPB staff and its network members may also participate in promotions at employment sites and special events.

The overall objective of the project will be to continue to brand Commuter Connections and to meet the regional marketing and overall Commuter Connections impact goals. A marketing/advertising/public relations contractor will be used to produce and execute the creative, copywriting, and earned media (public relations) plan. Select material will be provided to local jurisdictions for co-branding opportunities.

The marketing/advertising/public relations contractor provides expertise to develop the regional marketing campaign. The program builds upon current regional TDM marketing efforts by local, state, and regional agencies to establish a coordinated and continuous year-round marketing effort for regional TDM programs. Partnerships between Commuter Connections and area transit agencies have been established and are maintained to enable the promotion of incentives such as the GRH program to transit riders. Commuter Connections has also partnered with local jurisdictions to promote various program services through value added media opportunities.

A Marketing Communications Plan and Schedule is issued within the first quarter of the fiscal year that will outline the overall marketing strategy to be used for the marketing campaign. Input on this plan will be provided by the state funding agencies and the Regional TDM Marketing Group members.

TPB staff will continue to maintain and update all Commuter Connections collateral materials and online information. This includes maintaining a crowdsourced marketing schedule that will feature Commuter Connections campaigns, alongside local efforts as reported by members of the Regional TDM Marketing Work group. This marketing schedule will be maintained with the intent to spur collaboration and coordination among programs throughout the region.

Products and services to be completed by TPB staff include:

- Prepare Marketing Communications Plan and a corresponding implementation schedule.
- If necessary, convene the Annual Marketing Workgroup to identify messaging themes for regional TDM marketing campaigns.
- Develop and implement creative materials for the regional TDM marketing campaigns.
- Produce and place print and electronic advertisements using the Commuter Connections marketing themes for all TDM program services (ridesharing, transit, GRH, telecommuting, employer outreach, etc.). This could include, but is not limited to website advertisement through social and digital media, banner ads and placement of keyword search engine sponsorships, radio, and television as well as value-added spots.
- Monitor the implementation of regional marketing campaigns and make adjustments to marketing campaigns, as needed. Include limited material related to the 'Pool Rewards Vanpool Incentive program.
- Update and implement earned media plan.

- Maintain pertinent documents and art files in shared drive repository for archival purposes and stakeholder access.
- Update and maintain printed regional marketing materials for ridematching, GRH, park and ride lots, and regional bicycling map.
- Attend and participate in commuter promotional events and other special events upon invitation from network members.
- Maintain crowdsourced marketing schedule of Commuter Connections and local jurisdiction marketing efforts.
- Manage and oversee Regional TDM Marketing Contractor(s).
- Staff the Regional TDM Marketing Group.

Cost Estimate: $1,818,626

Includes $951,250 media buy budget

Oversight: The Regional TDM Marketing Group will provide input and feedback on Commuter Connections Regional TDM Marketing activities, such as review/comment of marketing collateral materials.

B. BIKE TO WORK DAY

A major marketing activity is the annual Bike to Work Day event. Participation in this event has grown steadily each year and includes bicyclists from all jurisdictions in the region. This event is co-sponsored by the Washington Area Bicyclists Association (WABA) and is supported by TPB staff, the state funding agencies, local jurisdictions, and individual sponsoring companies and organizations. Some of the costs of the event are offset by business and interest-group sponsors who receive publicity for their financial support.

Following feedback from various stakeholders, including the STDM Workgroup, Commuter Connections will explore the possibility of expanding the scope of the Bike to Work Day event to include Bike to Work Week. Further details surrounding modifications to event scoping, planning, and overall administration will be determined by TPB staff, pending additional research and feedback from stakeholders.

Traditionally, Commuter Connections' participation in Bike to Work Day includes support for the planning and promotion of the event, the maintenance and management of the event website, and assistance at the various "pit stops" through new pit stop manager training and on the day of the event, development of promotional materials and advertising, and earned media.

At a minimum, TPB staff will continue to support and implement a regional Bike To Work Day event and promote the event to employers and commuters. This will be accomplished through management and oversight of the event website, media placements and marketing coordination activities with the marketing/advertising/public relations contractor. Additional activities may be necessary in order to expand the event to celebrate the entire Bike to Work Week.

Products and services to be completed by TPB staff include:

- Implement regional Bike to Work Day event and promote to employers and to the public.
- Staff regional Bike to Work Day Steering Committee.
- Consult with State TDM Workgroup, Bike to Work Day Steering Committee, and other regional bicycling stakeholders to determine activity schedule surrounding Bike to Work Day, including the potential for Bike to Work Week activities.
- Develop and implement an earned media plan.
- Media outreach and coordination of interviews.
- Develop and implement creative materials for Bike to Work Day.
- Coordination and management of the event website and social media page updates.
- Develop and issue a regional Bike to Work Day Proclamation.
- Coordinate regional pit stops for Bike To Work Day event. Include vital pit stop info on website to communicate proper date and time when pit stop is active.
- Design and distribute collateral materials to employers and the general public.
- Placement of advertisements; including but not limited to social media and digital ads, banner ads on the web, placement of keyword search engine sponsorships, radio, and print, and value-added spots.
- Solicit regional corporate sponsorships.
- Coordinate and host an orientation session for new pit stop managers.
- Procure and distribute event t-shirts.
- Conduct post-event satisfaction survey.
- Process media placement invoices.
- Manage and oversee Regional TDM Marketing project contractor(s).

Cost Estimate: $515,026

Includes $175,000 media buy budget

Oversight: The Bike to Work Day Steering Committee will provide input and feedback on the Bike to Work Day event, such as determining logistical items, event color theme, etc.

C. COMMUTERCASH

As described in Section I.F., *Commuter Incentive Programs* of this document, CommuterCash offers meaningful incentives to program participants who choose to rideshare, take transit, bike, walk, or use a variety of these modes to form a multi-modal commute trip. Commuters who routinely engage with Commuter Connections to verify their non-SOV commute modes by logging their trips through

the CommuterCash mobile app or Commuter Connections TDM System can earn incentives in the form of cash or transportation credits.

As was the case in FY2027, marketing efforts for CommuterCash include several various commuter incentive programs that have been absorbed into CommuterCash.

Marketing and outreach efforts for CommuterCash will complement efforts listed in Section II.A., *TDM Marketing and Advertising.* The Regional TDM Marketing Contractor will develop a specialized media plan and marketing collateral targeted to SOV commuters who are open to exploring non-SOV commute modes, along with reinforcing (albeit at a lesser degree) commuters who are already choosing non-SOV/sustainable commute modes.

Products and services to be completed by TPB staff include:

- Reward commuters who log sustainable trips with incentives.
- Coordinate with Regional TDM Marketing Contractor to develop media plan and messaging strategies.
- Develop and implement creative materials for the regional CommuterCash campaigns.
- Maintain art files in shared repository for stakeholder access
- Place paid media ads on a variety of mediums to advertise the program.
- Seek value-added content with media buy, such as bonus spots, sponsorships, blog posts, promotional offers, etc.
- Leverage bonus incentive opportunities.
- Process media placement invoices.
- Manage and oversee Regional TDM Marketing project contractor(s).

Cost Estimate: $440,281

Includes $160,000 incentive budget

Includes $150,000 media buy budget

Oversight: The Regional TDM Marketing Group will provide input and feedback on CommuterCash marketing activities, such as review/comment of marketing collateral materials.

D. MDOT COMMUTERCASH

The MDOT CommuterCash program is an extension of the standard CommuterCash program described in the previous section. The marketing element scales an expansion of nearly identical messaging and collateral to Maryland jurisdictions that are not in the TPB service area.

This program element is funded and directed exclusively by MDOT and MTA.

Products and services to be completed by TPB staff include:

- Reward commuters who log sustainable trips with incentives.
- Coordinate with Regional TDM Marketing Contractor to develop media plan and messaging strategies.
- Develop and implement creative materials for the regional CommuterCash campaigns.
- Place paid media ads on a variety of mediums to advertise the program.
- Seek value-added content with media buy, such as bonus spots, sponsorships, blog posts, promotional offers, etc.
- Leverage bonus incentive opportunities.
- Process media placement invoices.
- Manage and oversee Regional TDM Marketing project contractor(s).

Cost Estimate: $138,781

Includes $20,000 incentive budget

Includes $50,000 media buy budget

III. Monitoring and Evaluation

The Monitoring and Evaluation program will provide overall program and individual project results when appropriate for the various projects in the CCWP that will be used to track progress for the regionally adopted Commuter Connections program elements that were originally adopted as Transportation Emission Reduction Measures (TERMS). One project will solely focus on those activities directly related to data collection and analysis for the TDM program elements. The second project area will include the ongoing tracking and monitoring activities for each of the CCWP program areas, including the Commuter Programs, Employer Outreach, and Regional Marketing. Monthly data collection and quarterly progress reports and an annual progress report will also be produced by TPB staff.

A. DATA COLLECTION AND TDM ANALYSIS

Data collection and analysis activities for Commuter Connections are designed to assess the program's impacts and effectiveness. Traditionally, this data collection has occurred in triennial cycles, culminating in a comprehensive TDM Analysis Report that details the program's effectiveness. The most recent cycle spanned FY2024 through FY2026, with the TDM Analysis Report published in May 2027. Results from this analysis are incorporated into TPB's regional congestion management process and used to support the region's air quality goals. Report inputs include:

- Placement Rate Survey
- Retention Rate Survey

- Guaranteed Ride Home (GRH) Applicant Survey
- Bike to Work Day Participant Survey
- CommuterCash, goDMV, and 'Pool Rewards Incentive Program Survey(s)
- Employer Outreach Regional Database Analysis
- Regional Marketing Campaign Summary Analysis

In recent years, Commuter Connections has begun transitioning its data collection methods away from large, time-intensive programmatic surveys and toward "microsurveys." Building on this effort, TPB staff and the TDM Evaluation Contractor intend to pilot a modified implementation of the Placement Rate Survey in FY2028, surveying program participants on a continuous, rolling basis to assess travel behavior changes resulting from the program. The program's evaluation methodology framework will be updated accordingly to reflect current data collection best practices.

Data collection activities from local sales territories will continue, as will the review of employer database records and the classification of those records by level of participation.

TPB staff will also provide day-to-day management and monitoring of evaluation contract services, reporting results through monthly data collection activities, quarterly progress reports, and an annual progress report.

Once every three years, Commuter Connections administers the State of the Commute survey. Findings from the survey inform program staff and stakeholders of regional commuting trends, while also helping assess the effectiveness of the program's regional marketing efforts. In FY2028, the survey will be developed and implemented, with analysis expected to occur in FY2029, along with publication of a corresponding technical report.

Products and services to be completed by TPB staff include:

- Undergo an RFP process for a TDM Evaluation Contractor.
- Update and finalize the TDM Evaluation Framework Methodology. Depending upon guidance received from the TDM Evaluation Workgroup and State TDM Workgroup, the methodology may be modified to implement microsurveying methods for data collection; or the traditional triennially process may be reinstituted.
- Develop and implement the 2028 State of the Commute Survey. Begin drafting the 2028 State of the Commute technical report.
- Implement an approach to surveying GRH participants in a manner that collects data to effectively analyze program impacts. This could be in the form of a new microsurvey process, or the traditionally triennial in-depth survey approach.
- Fulfill data requests for network members, program stakeholders, media outlets, etc. requesting information related to the program.
- Manage and oversee regional TDM Evaluation contractor(s).
- Coordinate the creation, distribution, analysis, and recommendations of Employer Commuter Surveys at employer sites, in partnership with local jurisdiction TDM representatives.

- Compile and deliver survey reports to Employer Outreach representatives from Employer Commute Survey results.
- Maintain Employer Commute Survey archive database and update, as-needed.
- Collect monthly/quarterly Employer Outreach data from local jurisdictions.
- Manage and oversee the TDM Evaluation Contractor.

Cost Estimate: $770,377

Oversight: The TDM Evaluation Group will provide input and feedback on data collection activities, survey methodology, and draft reports.

B. PROGRAM MONITORING AND TRACKING ACTIVITIES

TPB staff will collect monthly program statistics, produce quarterly progress reports, monthly Executive Summary reports, and produce an annual summary of program statistics of the number and type of commuter traveler requests filled by Commuter Connections (including network members). Staff will collect and analyze data from the monthly customer satisfaction survey for all GRH program users and produce a customer satisfaction survey report based on the findings. Survey results will be used to change program guidelines and/or policies as needed.

TPB staff will assist local Employer Outreach sales representatives to conduct employer site surveys. A contractor will be used to provide technical assistance for the electronic surveying process and analysis of results, and data entry assistance for those employers using a paper copy of the survey. Survey tabulation and reporting will be provided by TPB staff. Results from the employer database tabulated surveys are used to estimate the participation rates and impacts for employer-based TDM programs reported from the local sales jurisdictions. TPB staff will also maintain and update the archived Employer Commute Survey database.

TPB staff will also monitor monthly progress for local Employer Outreach sales jurisdictions based on their approved Scopes of Work and contract project goals. Local jurisdiction contract performance monitoring for Employer Outreach goals will also be a part of this activity. TPB staff will oversee a regional monitoring and evaluation program for Employer Outreach which includes data collection activities from local employer outreach sales territories. Quarterly Employer Outreach level of effort verification statements will be produced and distributed by TPB staff. An annual detailed snapshot of overall progress will be provided to appropriate state funding agencies for their respective jurisdictions.

Results from local employer telework sales calls and outreach services will be documented in terms of level of effort and progress and shown in quarterly progress reports. Quarterly documentation will also be provided on level of participation and effectiveness and results from sales and outreach activities for employer-based telework programs. Overall monitoring and evaluating employer-based telework programs throughout the region will continue.

Staff will also evaluate the effectiveness of advertising campaigns through call volumes, internet hits, and the annual placement rate study. Marketing campaigns will be monitored through lead analysis and detailed campaign summary results. Campaign summary documents will be produced

that will outline campaign specifics such as direct mail distribution points (i.e., zip codes), radio stations, internet and social media advertising outlets used, etc. An event summary report will also be produced for the 2027 regional Bike to Work Day event and 2027 goDMV event.

The TDM Evaluation Work Group will be re-engaged to discuss changes to methodology for the next cycle of TDM Evaluation. This is earlier than in past years, but will allow for tweaks and/or overhauls to the methodology that accommodate new microsurveying techniques.

Monthly program statistics will be collected and published in a Commuter Connections Activity Dashboard for network members and in a "Program Highlights" document for program funders. Quarterly progress reports will be provided for all program areas in the FY2028 CCWP and an annual progress report for FY2027 will be produced.

Products and services to be completed by TPB staff include:

- Production of 2027 Bike To Work Day event report.
- 1st and 2nd Half of the Year regional TDM Marketing Campaign Summary and Lead Analysis Document.
- Production of the 2027 goDMV event report.
- Monitor, maintain, and enhance the Commuter Connections Activity Dashboard for network members.
- Collect and analyze data from monthly GRH customer satisfaction survey for program users. Produce annual report based on feedback from program users.
- Track the effectiveness of advertising campaigns through call volumes, and the internet.
- Produce monthly, quarterly, and annual progress reports.
- Staff the TDM Evaluation Work Group

Cost Estimate: $209,098

Oversight: Four committees will provide oversight for this task including:

- Commuter Connections Subcommittee: Provide input and feedback on data collection activities for the GRH customer satisfaction survey, and CCWP progress reports.
- Regional TDM Marketing Group: Provide input and feedback on campaign TDM Marketing Campaign Summary and Lead Analysis reports.
- Employer Outreach Committee: Provide input and feedback on quarterly employer outreach verification statement reports and the Employer Commute Survey process results, and archived database.
- TDM Evaluation Work Group: Provide input and feedback on methodology and general approach to the TDM Evaluation effort.

IV. Employer Outreach

The Employer Outreach program provides and supports outreach efforts in ten jurisdictions located in the region's MSA. This program contains regional and jurisdictional components.

TPB staff provide overall administration and arrange for sales training and support for the jurisdictional components of the program and technical training on the regional sales contact management database. The local jurisdictions provide outreach to employers and work with employers to develop and implement new or expand existing employer-based alternative commute programs.

The following local jurisdictions provide employer outreach services:

District of Columbia

Frederick County

Montgomery County

Tri-County Council for Southern Maryland

Prince George's County

City of Alexandria

Arlington County

Fairfax County

Loudoun County

Prince William County

Most employers who promote commute alternatives do so for practical reasons associated with the operation of their businesses. But local communities benefit from commute alternatives programs, as they help reduce traffic congestion, improve air quality and other societal benefits, and support economic development. For this reason, many local governments in the region continue to offer programs that encourage commute options at the employment site. These programs range from marketing efforts and incentive programs conducted through ridesharing programs to "adequate public facilities ordinances" that have trip reduction requirements for affected employers.

Additionally, the Commonwealth of Virginia administers funds directly to the local jurisdictions in Northern Virginia to implement the Employer Outreach program and has also allocated funding to the Connecting VA program for employers to either start or expand a telework program and for general marketing. The District Department of Transportation is using the pass-thru dollars for the program to hire a contractor directly. Results from these activities are reported and analyzed under the regional Monitoring and Evaluation program.

The Commuter Connections program's ongoing goal has been to weave existing local employer and government programs into a coherent, voluntary regional network, and to promote ways in which worksite commute alternatives programs may grow, without imposing burdensome mandates upon employers.

Regional Components of the Employer Outreach Program include:

1) Maintain and update a web-based regional employer/employee sales contact database to facilitate local efforts and avoid duplication.

2) Coordinate with WMATA's SmartBenefits program sales staff, and/or their assigned consultant(s) and develop a process through which TPB member jurisdictions work collaboratively with WMATA to undertake a targeted outreach to employers to increase participation in WMATA's SmartBenefits program.

3) Review of individual local sales contact databases on a continuing basis to ensure quality control.

4) Providing bicycling information to area employers to help and support bicycling to work by their employees.

5) Coordinate technical training for the regional sales database on an as-needed basis.

6) Support the Employer Outreach Committee of the Commuter Connections Subcommittee which provides guidance to the program.

7) TPB staff support for updating and printing customized sales materials and employer case studies both in hard copy and for inclusion on the Commuter Connections website.

8) Publication of a regional commute alternatives eNewsletter, Commuter Connections, will be published quarterly (at a minimum) and distributed to several thousand employers. The focus of the newsletter is on federal, state, regional and local information and/or ideas employers can use to either start, expand or maintain employer-based commute benefit programs.

9) Provide coordinated marketing materials for the program including but not limited to, customized sales portfolios and employer case studies.

10) Develop and implement a paid B2B marketing campaign highlighting the services of Commuter Connections Employer Outreach teams.

11) Provide information on voluntary commuting actions that can be taken by employers and the general public to reduce mobile source emissions through the Clean Air Partners program.

12) Offering sales training for the sales and service representatives in each of the participating jurisdictions.

13) Operating the Regional Employer Commuter Competition through CommuterCash.

14) Providing and update, as needed, the Employer Levels of TDM participation.

Jurisdictional Components of the Employer Outreach Program include:

1) Contact individual employers in each locality (carried out by the local sales and service representatives) through the regional contact sales database which Commuter Connections maintains and updates.

2) Accomplish local program goals in Maryland jurisdictions via staff, contractors, TMA's, or other entities. A scope of work is submitted to Commuter Connections to expedite an annual program contract for each locality, and funding is allocated to localities based upon guidance to COG from the state funding agencies.

3) Commuter Connections support for overseeing pass-thru funding to local sales jurisdictions for the implementation of voluntary transportation demand management strategies at private sector employment sites.

4) Provide sales support for the sales and service representatives in DC and Maryland.

The jurisdictional components of the program are outlined in the three project tasks below.

Regional Component Project Tasks

A. REGIONAL EMPLOYER DATABASE MANAGEMENT AND TRAINING

Commuter Connections will maintain and support the regional employer database. Technical assistance and trainings will be provided to representatives within local sales jurisdictions.

Products and services to be completed by TPB staff include:

- Maintenance and oversight of regional Client Relationship Management database.
- Classify employer records into levels of participation.
- Provide on-call support to license holders; host group training sessions, as needed.
- Assist license holders with the production or reports, dashboard configuration, records management, etc.
- Review employer database records.
- Manage and monitor Employer Outreach regional database synchronizations.
- Oversee the Regional Employer Database contractor, OneCommute. Process invoices, allocate/assign licenses to local coordinators, and schedule technical support sessions, as needed.
- Explore feasibility of developing an API to connect the OneCommute platform to the Commuter Connections TDM2 System.

Cost Estimate: $188,701

Oversight: The Employer Outreach Committee will provide input and feedback on technical issues regarding the regional Employer Outreach database.

B. EMPLOYER OUTREACH FOR BICYCLING

The Employer Outreach for Bicycling program provides information to area employers to help support and encourage bicycling to work by their employees. This information is included in the Employer Outreach materials provided to employers under the Employer Outreach Program.

Specific activities under the Employer Outreach for Bicycling Program include the update of a guide on biking to work ("Biking to Work in the Washington Area: A Guide for Employers and Employees) and support/facilitation for other bike-to-work outreach activities including lunch time seminars, association meetings and strategic mailings as needed.

Products and services to be completed by TPB staff include:

- Employer assistance and seminars and bicycling and walking and regional Bicycling to Work Guide updates.

Cost Estimate: $5,000

Oversight: The Employer Outreach Committee will provide input and feedback on bicycling issues or outreach activities at employment sites.

C. REGIONAL EMPLOYER COMMUTER COMPETITION

Commuter Connections launched the inaugural Regional Employer Commuter Competition (RECC) in FY2025 as a collaboration with local partners. The campaign is branded as the "goDMV Commuter Competition." goDMV utilizes gamification, friendly competition, and incentives to encourage mode shift among participants that results in long-term behavior change. Commuter Connections serves as the lead facilitator of the competition through the CommuterCash app. TPB staff support participants and facilitates rewards distribution. Staff also convene a work group to determine the competition's structure and create/scale communications materials for all participating jurisdictions.

Commuter Connections will promote the competition with regional marketing and employer outreach. TPB staff will work with the Regional TDM Marketing contractor to develop a media plan to guide media buys/ad placements and messaging.

Products and services to be completed by TPB staff include:

- Facilitate working group sessions to plan and prepare for the goDMV Commuter Competition.
- In conjunction with regional partners, develop and disseminate outreach and support materials for employers/employees at participating worksites.
- Provide on-site support to participating employers.
- Develop and distribute toolkits for employers/ETCs to promote and effectively operate the event at their worksites.
- Adapt/enhance necessary software and technology to support regional needs.
- Procure select regional awards and prizes for participants. Facilitate prize distribution.
- Oversee Regional TDM Marketing Contractor in developing creative material and securing ad placements to promote the campaign.
- Operate the competition by registering and assisting employer teams and commuters, reviewing prize redemptions, conducting raffles, etc.
- Conduct post-event satisfaction survey.

Cost Estimate: $325,586

Includes $115,000 media buy budget

NOTE: Incentive budget included in Program Element II.D., CommuterCash

Oversight: The Employer Outreach Committee will provide input and feedback on RECC structure and outreach strategy.

Jurisdictional Component Project Tasks

D. DC, MD, AND VA PROGRAM ADMINISTRATION

This project task includes the management and monitoring of pass-thru funding by TPB staff to local sales jurisdictions in DC and Maryland for contract compliance. It also includes support to DC and Maryland jurisdictions, consultants, or TMA staff in implementing voluntary transportation demand management strategies at private and/or non-profit sector employment sites. This task involves the review and approval of an annual Scope of Work by TPB staff for each of the Maryland sales jurisdictions and day to day contract management. This task also includes TPB staff support for updating and printing employer specific regional employer-based marketing materials as well as providing training opportunities.

TPB staff will also work to promote policy templates and information for small and mid-size employers to adopt and implement Flextime and Telework programs at their workplaces as a resource.

Funding splits for this program element differs slightly from the traditional allocation amount due to Virginia's slightly more limited engagement with Commuter Connections oversight and support.

Products and services to be completed by TPB staff include:

- Produce a newsletter for employers and Federal Employee Transportation Coordinators. The newsletter will be distributed quarterly, with supplemental issues distributed as needed.
- Develop and implement a paid B2B marketing campaign highlighting the services of Commuter Connections Employer Outreach teams.
- Electronic and printed updates of sales materials and case studies for DC, Maryland, and Virginia.
- Regional sales training sessions for Employer Outreach representatives.
- Oversight to local sales jurisdictions in DC and Maryland to implement voluntary transportation demand management strategies at private sector employment sites.
- Annual sales support conference calls for DC and Maryland jurisdictions.
- Collaborate with local Employer Outreach representatives and their affiliated Employe Transportation Coordinators to develop and maintain employer microsites in the Commuter Connections TDM2 System, upon request.
- Staff the Employer Outreach Committee for DC, Maryland, and Virginia Employer Outreach representatives.

Cost Estimate: $362,645

Includes $100,000 media buy budget

Oversight: The Employer Outreach Committee will provide input and feedback on administrative items such as training, employer-based collateral materials, and case studies.

E. EMPLOYER AWARDS

TPB staff will coordinate the annual Commuter Connections Employer Recognition Awards for employers showing commitment towards voluntarily implementing commute benefit programs at their respective worksite(s).

Coordination activities will include developing and distributing an awards nomination packet and soliciting nominations from employers through local jurisdictions, Chambers of Commerce and directly from the employers. TPB staff will review and validate the nomination entries and obtain any clarification needed from nominees.

A selection committee of TPB staff and State TDM Workgroup members will be convened to score nominations and select winners. Once the selection committee makes its recommendations, the award winners will be notified. Short video briefs of each of the award winners will be produced for the awards ceremony. The awards ceremony will be held towards the end of the fiscal year. Staff will coordinate all logistics for the event including, but not limited to securing speakers, writing remarks, securing an event venue, and staffing the event. Additionally, COG's Office of Communications will identify media opportunities to highlight the winners.

Products and services to be completed by TPB staff include:

- Identify award categories, nomination questions, and evaluation criteria.
- Produce and distribute awards nomination packet and coordinate award submissions with local jurisdictions.
- Coordinate logistics for awards selection committee, including meeting facilitation.
- Coordinate development and distribution of giveaway item, video briefs, trophies, and event photography.
- Develop and place recognition ad.
- Coordinate awards submissions with local jurisdictions.
- Identify and coordinate earned media opportunities.
- Coordinate event logistics including recruitment of speakers, writing speaker remarks, securing event venue, and staffing the event.

Cost Estimate: $128,197

Includes $8,500 media buy budget

Oversight: The Employer Outreach Committee will provide input and feedback on the Employer Awards event, such as recommending criteria for evaluation.

F. MARYLAND LOCAL AGENCY FUNDING AND SUPPORT

Local jurisdictions work with employers to develop and implement new or expand existing employer-based commuter benefit programs such as transit and vanpool benefits, preferential parking for carpools and vanpools, carpool and vanpool formation, and telework and flexible work schedules. Results from these efforts are recorded in the regional employer database.

Maryland jurisdictions will also provide general telework information to the general public, local agencies, and employers.

Products and services to be completed by TPB staff include:

- New or expanded employer-based TDM programs in Maryland. Provide oversight and assistance to local jurisdictions for implementation of voluntary transportation demand management strategies at private sector employment sites.
- Provide general telework information to the public, local agencies, and employers. Work with employers in Maryland to establish new or expand existing telework programs.
- Employer site visits by COG/TPB staff as requested or needed by Maryland jurisdictions.
- Contractual oversight of MDOT pass-thru funds for employer outreach efforts in Calvert, Charles, Frederick, Montgomery, and Prince George's Counties.
- Evaluation of Maryland Telework efforts

Cost Estimate: $667,000

G. MARYLAND EMPLOYER OUTREACH OUTSIDE THE NCR

Commuter Connections support for Maryland's Employer Outreach program outside of the National Capital Region (NCR) includes select components of Regional task IV.A., *Regional Employer Database Management and Training*, and Jurisdictional task IV.D., *Program Administration*. Eligible jurisdictions include:

MDOT – Statewide	Baltimore County	Howard County
Anne Arundel County	Carroll County	St. Mary's County
City of Baltimore	Harford County	

This program element is funded and directed exclusively by MDOT.

Products and services to be completed by TPB staff include:

- Maintenance and oversight of Regional Employer Outreach Client Relationship Management database, OneCommute, for Maryland jurisdictions outside the Washington, DC region. Process invoices, allocate/assign licenses to local coordinators, and schedule technical support sessions, as needed.
- Classify employer records into levels of participation.
- Review employer database records.
- Provide on-call support to license holders; host group training sessions, as needed.
- Assist license holders with the production of reports, dashboard configuration, records management, etc.
- Manage and monitor Employer Outreach regional database synchronizations.

- Oversee the Regional Employer Database contractor, OneCommute.
- Manage and monitor Employer Outreach regional database synchronizations and provision of sales representative database training, as needed.
- Sales training offered for sales and service representatives.
- Support to MDOT and local sales jurisdictions in Maryland to implement voluntary transportation demand management strategies at employment sites.
- Staff the regional Employer Outreach Committee for MDOT and Maryland local jurisdictions outside of the Washington DC non-attainment region.

Cost Estimate: $54,846