



TMA Feasibility Study for Southwest Will County, Illinois



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Executive Summary

Introduction

The purpose of this study was to determine the feasibility of establishing a transportation management association (TMA) in southwest Will County, Illinois. A TMA represents the interests of businesses and local officials whose goal is to improve mobility in a region through advocacy and transportation demand management (TDM) programs. Illinois has several TMAs operating within its borders and there are approximately 150 TMAs nationwide. This study was designed to examine the transportation conditions, the business environment and the viability of forming and sustaining a TMA in southwest Will County that would serve employees, municipalities and businesses.

Over the course of the past seven months, AECOM, in conjunction with the Joliet Arsenal Development Authority (JADA), analyzed market data, surveyed large employers and commuters and spoke with businesses and officials to determine the interest in forming a TMA. In addition, AECOM explored various organizational formats that a TMA could take and outlined the next steps of providing TMA services in southwest Will County. The sections below summarize the study process, findings, and recommendations that were prepared as part of this study effort.



Exxon-Mobil Refinery

Study Process

The feasibility study began with a TMA Workshop conducted for the Study Oversight Committee (SOC) which included participation from JADA and other regional agencies including: Will County Governmental League (WCGL), Will County Center for Economic Development (CED), the County of Will, the Regional Transportation Authority (RTA), Pace, Metra, and the Chicago Metropolitan Agency for Planning (CMAP).

Data on area population, employment and travel trends in southwest Will County were also reviewed. Key decision factors were developed to establish a

framework for evaluating conditions that would impact the possible formation of a TMA. In addition, a web-based survey of major employers and agencies was developed. Each was asked about their perceptions of transportation in the County, their possible participation and interest in transportation demand management programs, and their willingness to support a TMA.

Meetings were held with the TMA Feasibility Group; a stakeholder group comprised of the SOC members and invited private sector employers. The purpose of these meetings was to conduct working group sessions to inform participants of the role of a TMA and gather input on the creation of a TMA within southwest Will County. At the conclusion of the employer survey and the meetings with the TMA Feasibility Group, the decision factors were revisited and analyzed. **The analysis of decision factors concluded that the provision of TMA services would be supported to a moderate degree by the business leaders and officials.**

Formal and informal organizational structures were investigated to demonstrate the various forms that a TMA could take if it were decided that southwest Will County should advance the concept of a TMA. Because of the conclusions reached in the previous analysis of decision factors, it was assumed that TMA services would be provided by a stand-alone agency which could be housed within an existing organization, at least at the initial stages.

Findings & Recommendations

Findings

Several conditions appear to favor the establishment of TMA services in southwest Will County and the analysis of these conditions formed the basis of the study recommendations.

- Both population and employment have been growing, and the number of residents, jobs and households in southwest Will County are projected to increase by 71%, 121% and 65%, respectively, between 2000 and 2030.
- Based on 2000 Census data, about two-thirds of southwest Will County employees are also residents of the County. An additional 11 percent of employees commute from the west (Grundy County).
- There are congested conditions along the major transportation corridors of I-55 and I-80 and these conditions are expected to worsen over time as the area continues to attract development. Local travel conditions are impacted by the high level of truck traffic in the area.
- Local businesses indicated they are facing challenges recruiting and retaining high-skilled employees due to traffic congestion and the lack of transportation alternatives.

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- About 70 percent of the survey respondents expressed support for forming a Southwest Will County TMA. This conclusion is a significant result from the web-based survey.
- Businesses and stakeholders see the value in working with others to solve issues including: traffic congestion, addressing safety concerns, lack of public transit services, and access from local roadways.
- Most employers do not offer alternative commute options indicating a lack of awareness that such programs could offer some benefits given that many of their workers face long commute times which affect their productivity.

There are several conditions that favor the establishment of TMA services in southwest Will County. These conditions are as follows:

- The TMA Feasibility Group comprised of governmental agencies and the business community would serve as a core group to “champion” the creation of a TMA.
- Long-term funding commitments from major employers and developers could be leveraged to finance a TMA.

Recommendations

- An analysis of the decision factors based on the survey research and discussions with business leaders and officials indicates that TMA services are desired in southwest Will County.
- The analysis indicates that a stand-alone organization housed within an existing Will County agency is feasible at this time.
- Transportation circulation and access issues have worsened over time as development comes on-line. Responses from local businesses have indicated the need for a TMA to address transportation and commuting issues.
- The TMA should concentrate initially on implementing the improvements outlined in the 2010 Joliet Arsenal Area Transportation Plan Update; advocate for other congestion relief and safety programs; advance bicycle and pedestrian improvements; promote public transportation enhancements and improvements; and, conduct marketing and outreach services. Transportation Demand Management services which would serve to enhance area mobility should concentrate on ridematching, emergency ride home program and shuttle services.

I. Introduction

Will County is one of the fastest growing counties in Illinois. The County is one of the six counties of the Chicago metropolitan area. Will County is the 13th largest county in Illinois, covering 849 square miles¹ and contains 37 municipalities and 24 townships.

The Joliet Arsenal, located in southwest Will County, was developed by the U.S. Army in the early 1940's as a manufacturing plant for munitions. At its peak, the Arsenal was a major Chicago employer with more than 12,000 employees. In 1976 the Arsenal was decommissioned and declared excess property by the Army in 1993.



Vicinity of the I-55 and Arsenal Road Interchange

When Congress passed legislation in 1995 to transfer the land for remediation, the Arsenal site was subdivided for both public and private use. The Joliet Arsenal Development Authority (JADA), through the state of Illinois, was established. JADA was created to facilitate and promote the reuse and transformation of 3,000 acres of land formerly used by the United States government as an ammunition plant and Arsenal.

JADA's goal is to replace and enhance the economic benefits generated by those former uses with diversified projects and land uses that will create new job opportunities and foster new economic development within Will County. JADA requested that an investigation occur to determine the need for a transportation management association (TMA) in southwest Will County. TMAs work with local employers and public officials to organize programs to solve transportation problems.

TMAs have been formed nationwide to bring together government and business for the purpose of improving transportation for commuters, residents and other

¹ Will County 2030 Transportation Plan, Final Study Report, March 2009.

members of the traveling public. TMAs can be an informal arm of an existing organization, such as a chamber of commerce committee or formally structured as independent non-profits. The work that TMAs conduct varies and is directly related to the needs of the region. TMAs advocate for transportation improvements within their service area and support the implementation of transportation demand (TDM) services which reduce the demand for traveling alone in single-occupant vehicles. Most TMAs seek to reduce congestion and improve air quality through ridesharing programs (carpooling and vanpooling), public transportation, walking and biking.

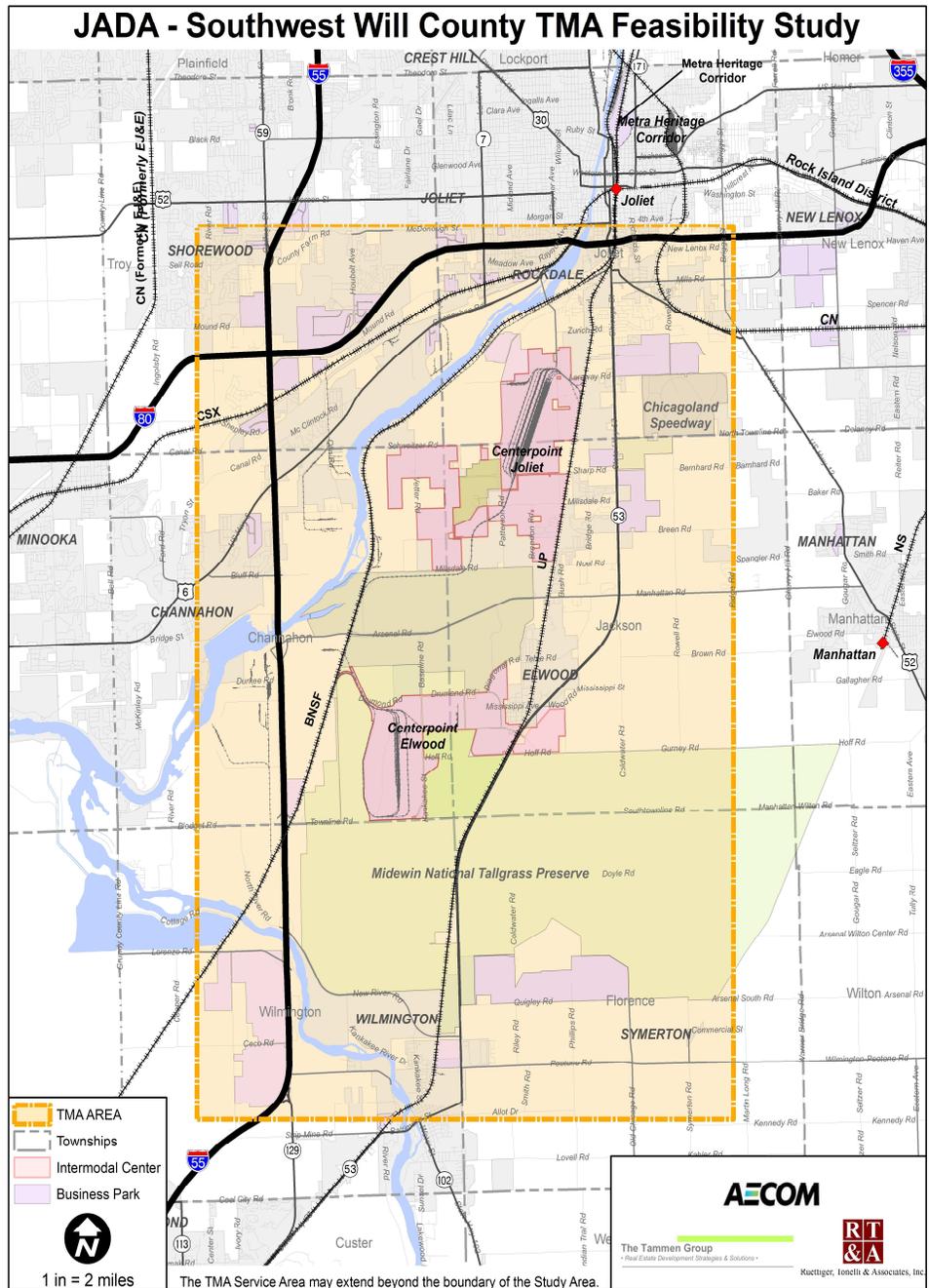
Increased industrial and commercial growth and the associated commuting and truck trips in southwest Will County may warrant the establishment of TMA services in this region. The purpose of this study is to determine the feasibility of establishing a TMA to serve southwest Will County. Another interesting land use on the former Arsenal site includes the Abraham Lincoln National Cemetery. When fully completed, it will provide 400,000 burial spaces. The Cemetery was dedicated in 1999. In addition, the Midewin National Tallgrass Prairie is a prairie reserve operated by the United States Forest Service near Elwood which was established by federal law in 1996. Currently, Midewin encompasses over 15,000 acres with part of the Prairie opened to visitors in 2004.

Following Section I of this report, Section II describes population and employment growth and projections in southwest Will County indicating the extent to which a new transportation management association may be needed. Section II also identifies the decision factors commonly used to determine the feasibility of establishing a new TMA, and presents the results of the analysis of these factors. Section III presents the findings of a web-based employer survey. Also discussed are conclusions about the feasibility of a TMA in southwest Will County. Section IV presents the various structures that a new TMA could use to organize itself. Section V presents an outline for a five-year business plan, including the components of a financial and marketing plan; first year TMA administrative needs; and, recommendations for a one-year work program for new services in southwest Will County.

A map of the possible service area for a southwest Will County TMA is illustrated in Figure 1 below. This defined area was used in determining where to draw survey respondents; the ultimate service area, should a TMA prove feasible, will likely be different.

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Figure 1: TMA Study Map



II. Decision Factors

There are approximately 150 TMAs throughout the United States that were established to address regional transportation problems through organizations that are dedicated to implementing transportation demand management (TDM) programs. Experience indicates that while no two TMAs are identical in their inception or operation, there are some common factors that are considered when determining whether or not a new TMA should be formed. Section II presents the decision factors that were developed for this feasibility study and analyzes each of them to determine the degree of support for a new TMA. A description of the primary growth areas in southwest Will County is presented as a context to this analysis.

Growth Areas in Southwest Will County

Will County is a largely suburban area located in the south and southwest portion of the Chicago metropolitan area. The total County resident population is projected to increase from approximately 502,600 in 2000 to 1,076,500 by 2030, an increase of 114 percent. Similarly, employment is projected to rise in Will County from 165,600 in 2000 to 415,500 by 2030 for a 151 percent increase in jobs.² The number of households in 2000 was 167,500 and is projected to increase by 114 percent to 358,900 by 2030.³

The County economy reflects a thriving industrial, warehousing and commercial economic base and contains a significant manufacturing and distribution sector. Will County is the home of the CenterPoint Intermodal Center - Elwood, a 2,500 acre business/industrial park. This state-of-the-art intermodal and industrial business park features a 620-acre intermodal yard, Burlington Northern Santa Fe (BNSF) Logistics Park - Chicago, and has the capacity for up to 12 million square feet of industrial and distribution facilities. Along with the BNSF Railroad, the facility houses tenants such as: Wal-Mart Stores, Inc., DSC Logistics, Georgia Pacific, Clearwater Paper, Partners Warehouse, Cypress Medical Products, and Bissell Home Care.

² Chicago Metropolitan Agency for Planning 2030 Revised Forecasts, CMAP, approved September 27, 2006.

³ Will County Fact Book, 2009.



CenterPoint Intermodal Center – Elwood

Another significant development in southwest Will County is the CenterPoint Intermodal Center - Joliet, an integrated logistics center and inland port situated on 3,600 acres two miles north of CenterPoint Intermodal Center – Elwood. Construction of the 785-acre Union Pacific Joliet intermodal terminal began in August 2009 with an anticipated opening in 2010. This facility will have the potential for up to 20 million square feet of industrial facilities and container/equipment management yards at build out. Combined with the CenterPoint Intermodal Center - Elwood, the two facilities will contain the largest inland port in the United States with more than 6,000 acres, Class I railroad intermodal yards, a few hundred acres for container/equipment management yards and more than 30 million square feet of industrial facilities.

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CenterPoint Intermodal Center - Joliet

Identification of Decision Factors

Decision factors were developed for this study based on national research and consultant team experience with forming TMAs in Pennsylvania, New Jersey

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and Maryland.⁴ The factors for this study have been grouped into four major areas: Transportation Issues, Regional Issues, Stakeholder Involvement, and Financial Commitment. Criteria are placed into one of the four areas and described in terms of supporting a TMA to a high, medium or low degree. Each factor was discussed with TMA Feasibility Group (TFG) at a working session on November 17, 2009. Each criterion is discussed in detail below and also presented in Table 1.

Table 1: TMA Decision Factors

Criteria	High	Medium	Low
Transportation Issues			
Travel Trends	Commutation into County Increasing	Commutation into County Static	Commutation into County Declining
Traffic Congestion	Existing and Growing Congestion	Emerging Congestion	No Congestion
Employers and Employees	Major Recruitment and Retention Problems	Some Recruitment and Retention Challenges	No Employment Recruitment and Retention Issues
Access and Mobility	Major Difficulties	Some Challenges and/or Lack of Alternatives	Easy Access
Regional Issues			
Population Trends	Population Growth	Population Static	Population Decline
Employment and Trends	Employment Growth Over 50,000	Employment Static 25,000-50,000	Employment Decline Less than 25,000
Activity Center	Widely Recognized Activity Center(s)	Locally Known Area	Undefined Area
Economic Development	High	Some Opportunity and/or Diminishing Due to Access Issues	Stagnant
Public Policies	Imperatives for Commute Alternatives	Support for Commute Alternatives Moderate	Support for Commute Alternatives Weak
Stakeholder Involvement			
History of Involvement	Success with Transportation Issues	Some Commonality in Issues and Actions	No Previous Collaboration
Core Group/Champion	Identifiable, Existing	Potential Group or Champion	None
Financial Commitment			
Multi-year Commitment (Public and Private)	Guaranteed Long-Term Success	Short-Term Commitments	No Commitments
Other Stakeholders	Strong Group, Identified Resources	Commitments, No Resources, Wait and See	No Commitments

*Sources: Cecil County TMA Feasibility Study, 2009
 Fort Collins TMA Feasibility Study, 2006
 Atlantic & Cape May Counties TMA Feasibility Study, 1994*

⁴ TMA Handbook, National Center for Transit Research, 2001. Feasibility Studies for Hunterdon County and for Atlantic and Cape May Counties, Lehr & Associates, 1994. Cecil County TMA Feasibility Study, September 2009.

Transportation Issues

The identification of a well-defined transportation problem or set of problems that a collaborative effort by the public and private sectors can address is a key for successful TMAs. A TMA can best succeed when transportation issues are clearly defined and realistic solutions and funding sources are adequate and available. Listed below are some challenges TMAs have addressed in the past.



Truck traffic was cited as an area concern

Travel Trends

Reviewing existing and past commuter patterns can indicate whether traffic has been increasing or decreasing in the potential TMA area. A review of future development may indicate how future travel patterns will be affected.

Traffic Congestion

Existing traffic congestion on area roadways to and from a specific area is a key motivation factor in TMA formation. Traffic congestion has varying effects on private sector agencies, local business leaders, real estate developers and property managers, local residents, and the general commuting public. Each of these populations has agendas on traffic congestion and the TMA has to make decisions about which to address. Quantitative and qualitative measures should be considered.

Employer and Employee Recruitment and Retention

Congestion has been cited in the past by employers as a detriment to locating in particular locations. Likewise, employees may not make the effort to work at industries because of traffic congestion whether the problem is real or perceived. A TMA is uniquely suited to work with employers to address congestion, accessibility or mobility and can provide economic benefits to area businesses because there is an economy of scale of working together.

Access and Mobility

The ability of employees, customers and suppliers to access local businesses and other destinations is just as important as traffic congestion issues. The lack of accessibility options will fuel the investigation of transportation solutions. Ease of access to local destinations should be a high priority.

Regional Issues

TMA's need to be flexible and adapt to an area's specific needs. Thus, the geographic area of a TMA varies with the organization. Nationwide, TMA's serve regions, specific activity centers, downtown activity centers or highway/transit corridors.



BNSF Freight Train Entering Joliet Union Station

Population Trends

TMA's are more successful where population is increasing. TMA's are not well suited to areas experiencing stagnant or declining population.

Employment and Trends

TMA's are more successful where employment is increasing and not well suited to areas experiencing stagnant or declining employment. In addition, TMA's address the transportation needs in a geographic area with a large employment base. Large numbers of employees increase the potential for TMA formation. An area containing over 50,000 employees, engaged real estate developers and property managers is an ideal situation for TMA formation.

Major Activity Center

Past TMA formation has focused on major activity centers containing a mixture of residential, commercial and retail activities. These areas often have the potential for TMA formation because of the presence of density and diversity of land uses and potential development. Some TMA's serve major highway or transit corridors that have a common set of issues or a cohesive sense of community along the corridor.

Economic Development

TMA's are favored where there is significant economic development present or occurring, or in built-up areas with substantial business activity. TMA's are not well suited to areas experiencing economic downturns unless access is the principal reason for the decline or areas where growth is not anticipated or within the next several years.

Public Policies

Public policy challenges include parking, air quality requirements, emergency preparedness, residential population density, transit-oriented development or recreational travel. TMA's are most useful in localities where there is some support from the public sector for commute alternatives.

Stakeholder Involvement

The success of a TMA also depends on whether public and private stakeholders are prepared and committed to the TMA formation. Listed below are several critical elements necessary to gauge stakeholder commitment.



Entrance to Midewin National Tallgrass Prairie

History of Involvement

If the public and private sectors have collaborated successfully in the past, whether for transportation issues or some other problem, this will help determine the ease of TMA formation. There is an assumption these same stakeholders similarly would work together on behalf of the TMA. A lack of history of collaboration on projects would result in making TMA creation difficult.

Core Group/Champion

Nationally, successful TMA's have a core group of stakeholders who believe in the organization's mission. Often, there is a key leader who champions the cause of the TMA and uses their influence to convince others to form a TMA. TMA operations do not function effectively when there is no core group or champion.

Financial Commitment

Financial commitment from the private sector and governmental agencies comes in the form of membership dues, public sector grants, fee-for-services, foundation grants, and in-kind donations.

Multi-year Commitment (Public and Private)

TMA's are in a much stronger financial position when they have the backing of multi-year funding commitments in the form of federal, state or local grants than TMA's that are unable to secure such funding. Public sector financial support can provide a secure and predictable base from which the TMA can work to acquire and leverage private sector funding. Likewise, TMA's are most financially viable when they also have multi-year private sector commitments.

Other Stakeholders

Additional financial support from stakeholders will contribute to the overall financial health of a TMA.

Analysis of Decision Factors

Each of the decision factors that appear under the major headings of Transportation Issues, Regional Issues, Stakeholder Involvement and Financial Commitment were analyzed for southwest Will County. Each of the factors is shown as rating high, medium or low in terms of supporting a southwest Will County TMA. The outcome of the ratings appears in red in Table 2. The analysis is based on a review of demographic, travel data and projections, along with the results of the web-based employer survey and discussions with the TMA Feasibility Group.

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Pace Bus and Metra Train at Joliet Union Station

Transportation Issues

Travel Trends

According to the 2000 U.S. Census, the number of people commuting into Will County was 53,377.⁵ Counties with the largest residents commuting to Will

⁵ Resident County to Workplace County Flows for Illinois, Sorted by Workplace State and County, U.S. Census Bureau, 2000.

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County included: Cook County (24,432 residents), DuPage County (9,197 residents), and Grundy County (5,869 residents). As various economic development activities come on-line, employment opportunities will increase within Will County, thus increasing the chances of commutation into the County.

Table 2: Analysis of TMA Decision Factors

Criteria	High	Medium	Low
Transportation Issues			
Travel Trends	Commutation into County Increasing	Commutation into County Static	Commutation into County Declining
Traffic Congestion	Existing and Growing Congestion	Emerging Congestion	No Congestion
Employers and Employees	Major Recruitment and Retention Problems	Some Recruitment and Retention Challenges	No Employment Recruitment and Retention Issues
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Financial Commitment			
Multi-year Commitment (Public and Private)	Guaranteed Long-Term Success	Short-Term Commitments	No Commitments
Other Stakeholders	Strong Group, Identified Resources	Commitments, No Resources, Wait and See	No Commitments

At the same time, approximately 56 percent of Will County residents worked outside of the County in 2000.⁶ The majority of these Will County residents commuted to two areas, Cook County (76,574 residents) and DuPage County (43,498 residents). Overall, the average commuting time in Will County is 32.0 minutes, according to the 2000 Census.⁷

⁶ Resident County to Workplace County Flows for Illinois, Sorted by Resident State and County, U.S. Census Bureau, 2000.

⁷ Journey to Work Data, Will County, Illinois, U.S. Census Bureau, 2000.

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Combined, the trend was determined to support a new TMA in southwest Will County to a *medium* degree.

Traffic Congestion

There is emerging traffic congestion in southwest Will County and the consensus of the TFG is that the presence of traffic congestion would support the formation of a TMA in southwest Will County to a *high* degree. Businesses indicated that getting to work in southwest Will County is becoming increasingly difficult with the presence of localized congestion along some roadways and interchanges.

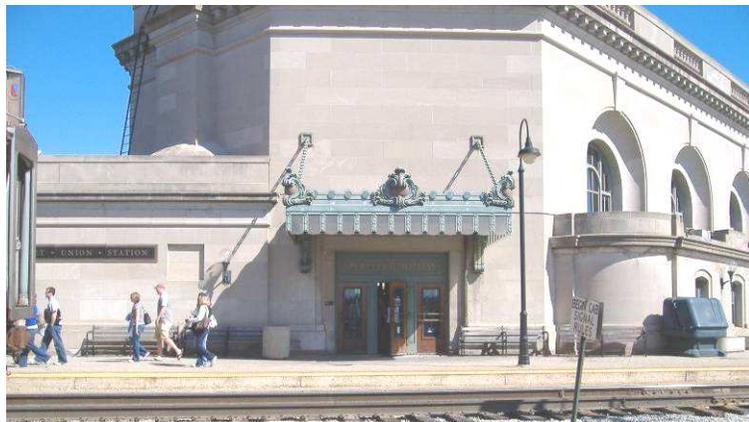
Employer and Employee Recruitment and Retention

Some larger employers are finding it challenging to recruit and retain employees particularly at the higher skilled positions. The Will County Center for Economic Development (CED) indicated that business surveys reveal that recruitment and retention is problematic for some industries. Based upon these factors, the TFG determined the presence of employer and employee recruitment and retention concerns support a new TMA to a *medium* degree.

Access and Mobility

There are some transportation challenges and lack of transportation alternatives in southwest Will County and so it was determined that these problems and deficiencies create enough access and mobility concerns that the presence of a new TMA would be supported to a *medium* degree. Pace has a regional ridesharing program, but it is not widely promoted in southwest Will County. Public transportation in the area is limited.

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Union Station in Joliet

Regional Issues

Population Trends

The population of southwest Will County is projected to grow from 132,910 in 2000 to 227,300 by 2030, an increase of 71% over 30 years. An increase in

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the number of residents supports the establishment of a new TMA to a *high* degree. Southwest Will County is assumed as the six townships listed on Table 3. The area defined by these townships is likely to be somewhat larger than the service area of a recommended TMA.

Table 3: Southwest Will County Population

Township	2000 Population	2030 Population	Percent Change
Troy	27,970	72,584	160%
Joliet	86,503	80,879	-7%
Channahon	8,247	22,043	167%
Jackson	3,532	26,440	649%
Wilmington	6,050	15,037	149%
Florence	608	10,304	1,595%
Total	132,910	227,287	71%

Source: CMAP

Employment and Trends

Likewise, southwest Will County employment is projected to grow from 56,545 in 2000 to 125,200 by 2030, representing an increase of 121% over 30 years. An increase in the number of jobs supports the establishment of a new TMA to a *high* degree.

Table 4: Southwest Will County Employment

Township	2000 Employment	2030 Employment	Percent Change
Troy	10,959	35,163	221%
Joliet	38,380	49,718	30%
Channahon	4,292	17,129	299%
Jackson	413	18,791	4,450%
Wilmington	2,365	948	-60%
Florence	136	3,498	2,472%
Total	56,545	125,246	121%

Source: CMAP

Major Activity Center

There are significant commercial, warehouse and industrial activities along the I-80 and I-55 corridors. In addition, IL Route 53, Laraway Road, Hoff Road, Walter Strawn Drive, Baseline Road and Arsenal Road each have large warehousing and other commercial developments impacting traffic conditions. For this reason, it was determined that the presence of a concentrated area of economic activity supports a new TMA to a *high* degree.

Economic Development

The development of the CenterPoint - Joliet facility will present significant economic development opportunities that will have transportation impacts in southwest Will County. Thus, it was determined that the presence of economic

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development opportunities and the potential for transportation problems supports a new TMA to a *high* degree.



Metra Train

Public Policies

There appears to be support from public sector stakeholders including: Will County, Will County Governmental League, RTA, CMAP and Metra and Pace with regard to encouraging the use of commute alternatives. Based upon discussions with the TMA Feasibility Group, it was determined that public policies for commute alternatives support the establishment of a TMA to a *medium* degree.

Stakeholder Involvement

History of Involvement

There is a commonality of interests by stakeholders in improving transportation access in southwest Will County and there are companies and organizations that have worked together in the past to address concerns. Highway and interchange improvements along I-80 and I-55 and enhanced public transit services are some commonly shared interests in the County. Thus, this criterion was rated as *medium* in terms of support for the formation of a new TMA.

Presence of a “Champion” and/or a Core Group of Stakeholders

There is currently no core group of stakeholders or an individual who has stepped forward to be a champion for a TMA. However, the formation of the TMA Feasibility Group could function in that capacity during the initial start-up phase. For this reason, the criterion was rated *medium*.

Financial Commitment

Multi-Year Commitment (Public and Private)

At the present time, there is no long-term commitment to fund a new TMA, however, JADA has been successful obtaining grants and has indicated that working with the CED and the Will County Governmental League a coalition can be established, which could be combined with the private sector to advance southwest Will County issues. So, the criterion is rated as *medium* in terms of supporting a new organization.

Other Stakeholders

At least two stakeholders indicated a willingness to contribute to the financial support of a TMA. Members of the TMA Feasibility Group have indicated their willingness to spread the word about the TMA, so the criterion is rated *medium* in terms of supporting a new organization.



Caterpillar Plant

Conclusions

Overall, there appears to be a medium to high level of support for the formation of a new TMA in southwest Will County. The County will experience increases in population and employment, the County has localized congestion and transportation constraints along I-80 and I-55 corridors. The establishment of the TMA Feasibility Group would function as a local core champion group, meaning there is the beginning of a mechanism to address transportation issues, which would be formalized under an organization like a TMA. In addition, the local government and business community have identified highway and transit improvements that are desired in the county.

III. Outreach

Gauging business and public support is very important when deciding whether or not to establish a new transportation management association. To this end, outreach to the business community and commuters in southwest Will County was conducted for this TMA feasibility study. AECOM facilitated an internet survey and two group meetings. The section below presents the results of the outreach and employer and agency survey.

Web-based Survey

AECOM developed an internet survey for southwest Will County businesses and agencies under the direction of JADA and the Study Oversight Committee (SOC). JADA and the SOC provided input on the objectives of the survey and the various topics that should be included. The survey goal was to obtain information from business managers about their interest in commute options and their opinion about the need for, and potential support of, a TMA in the region.

Methodology

The purpose of the employer web-based survey was to solicit opinions about interest in transportation demand management programs and joining a new TMA in southwest Will County. Significant southwest Will County companies and agencies were designated for participation in the employer survey effort. AECOM researched and coordinated with various Will County agencies to develop the employer list. This list is contained in Appendix A. The survey plan called for the completion of a web-based survey located as a link on JADA website at www.jada.org.

JADA mailed a letter to 81 employers and agencies explaining the survey purpose, requesting their participation, and providing the link and password to the survey (Appendix B). AECOM prepared a draft questionnaire that was reviewed by the Study Oversight Committee (SOC). A final questionnaire was developed based on the SOC's comments and incorporated into web-based software in October 2009 (Appendix C).

In order to maximize responses, follow-up telephone calls and emails were placed to increase the response rate. A total of 26 surveys were completed. Employer respondents included:

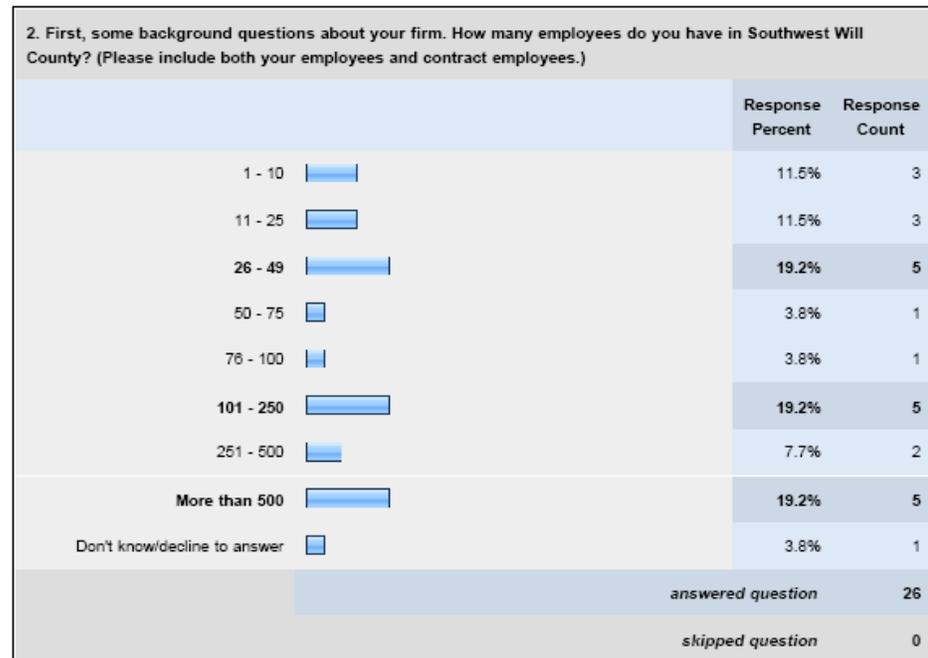
1. Abraham Lincoln National Cemetery
2. ASIP Local 150 Operating Engineers
3. Autobahn Country Club
4. A&R Logistics, Inc.
5. Caterpillar Inc.
6. City of Braidwood
7. City of Joliet
8. Clennon Electric

9. Dow Chemical
10. Empress Casino & Hotel
11. Exxon-Mobil Joliet Refinery
12. Harrah's Joliet Casino & Hotel
13. Hoffman Transportation
14. INEOS Nova LLC
15. Jackson Township
16. Loders Croklaan
17. Pace
18. Stepan Company
19. Three Rivers Construction Alliance
20. United States Department of Agriculture, National Forest Service, Midewin National Tallgrass Prairie
21. Village of Coal City
22. Village of Diamond
23. Village of Manhattan
24. Waste Management – Prairie View Landfill
25. Waste Management
26. Will County

Findings

The following is a summary of the results of the web-based employer survey which appear in Appendix D:

1. How many employees do you have in southwest Will County?



Twelve of 26 respondents answered they have 100 or more employees. Three of these answered they have 500 or more employees.

2. Which best describes the industry your firm is in?

Eight respondents answered their organization was in the public administration or government industry, six respondents answered they were in the manufacturing industry, while four responded they were in the transportation, communication, public utility industry or services industries.

3. What type of services does your firm provide?

There were eight total respondents to this question. Three respondents each answered business, professional and recreation/entertainment services.

4. Do you have other worksites in southwest Will County?

Six respondents answered they have other Will County worksites; while 20 answered they did not have other sites.

5. If you have more than one worksite, how many other locations does your firm have?

Six respondents answered this question. Two answered they have two locations, one answered three locations, and three answered four or more locations.

6. How long has your firm been at this location in southwest Will County?

Twenty-four of the 26 respondents indicated they had been at their present location for more than five years.

7. Is the largest worksite currently or in the next two years expanding or reducing the size of its workforce?

The majority of the respondents (14 out of 26) answered their worksite would be staying the same in the future.

8. Are any of the following services available on your site or within walking distance at this site?

The top five services provided by respondents include:

- Places to eat (13)
- Banking services (11)
- Post office (8)

- Dry cleaners (7)
- Convenient stores (7)

9. Do you operate with fixed work hours or shifts where employees are assigned start and end times?

Thirteen respondents answered they have variable work hours or shifts out of a total of 26 respondents.

10. Does your company offer staggered work hours where employees are assigned different hours to start and end?

Fourteen respondents answered they do have staggered work hours out a total of 26 respondents.

11. Would your company be interested in learning more about staggered work hours?

Three of 14 respondents answered they would be interested in learning more about staggered work hours.

12. At the largest worksite, do you offer flextime where employees choose starting and ending times centered on a set of core business hours?

Ten of 26 respondents answered they do offer flextime to their employees.

13. Would your company be interested in learning more about flextime?

Only three respondents out of 17 answered they are interested in learning about flextime opportunities.

14. Do you offer a compressed work week where all or some work days are lengthened in order to shorten the work week?

Six respondents answered they do offer compressed work weeks out of a total of 26 respondents.

15. Would your company be interested in learning more about compressed work weeks?

Only two of 21 respondents answered "Yes" to this question regarding their interest in learning more about compressed work weeks.

16. Does any portion of your workforce regularly telecommute – work at home or at a satellite work location closer to home – at least one day per week?

Six respondents answered they have staff who telecommute out of a total of 26 respondents.

17. Would your company be interested in learning more about telecommuting or satellite work locations?

Only one respondent answered they would be interested in learning more about telecommuting.

18. How would you characterize the availability of parking at your firm?

Fifteen respondents answered they have adequate parking at their worksite out of a total of 24 respondents.

19. Do your employees pay for parking or is it offered for free?

Twenty-five out of 26 respondents answered they offer free parking.

20. Does your company pay any portion of parking costs for your employees?

Only three respondents answered this question with their answers split between yes, no and do not know/declined to answer.

21. Does public transportation service come within walking distance of your work location?

Five respondents answered that transit does come within walking distance of their work location.

22. What kind of public transportation is available?

Seven respondents answered the question. One respondent indicated that bus services were available, and four indicated bus and rail service is available.

23. Does your company currently have a rideshare program? (Rideshare includes carpool and vanpool options.)

Two respondents indicated they have a rideshare program.

24. Would your company be interested in learning more about ridesharing?

Six of the 18 respondents answered they would like to learn more about ridesharing.

25. Does your company currently offer employees any subsidies to reduce Single Occupancy Vehicles (SOV)?

Twenty-one respondents indicated they do not offer any subsidies. One respondent answered they allow a pre-tax payroll deduction, subsidize

empty seats in the regional vanpool program, and offer free or discounted transit passes.

26. Would your company be interested in learning more about subsidies?

Eight respondents out of 25 answered they would be interested in learning more about subsidies.

27. Does your company provide shuttles to and from bus stops or rail stations?

There were no respondents that provided shuttles to bus stops or train stations.

28. Would your company be interested in learning more about shuttles?

Four respondents out of 25 indicated they would be interested in shuttles.

29. Does your company provide an emergency ride home program where employees who take transit or use carpools or vanpools are provided with a ride home in the case of a personal emergency or unexpected overtime?

Three respondents answered they provide an emergency ride home.

30. Would your company be interested in learning more about emergency ride home programs?

Four respondents out of 24 responses answered they would be interested in an emergency ride home program.

31. Do you provide facilities for employees who bike or walk to work?

This question was answered by 26 respondents. Twelve indicated they provide showers and ten provide lockers.

32. Would your company be interested in learning more about bicycle and pedestrian accommodations?

Only three respondents indicated they wanted to learn more about bicycle and pedestrian accommodations.

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



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All 26 respondents answered this question. In rank order problems cited include:

- Traffic congestion (12)
- Safety (9)
- Lack of sidewalks and/or bike lanes (7)
- Transportation problems do not affect organization (7)
- Access to local roads and highways (5)
- Lack of convenient transit (5)
- Length of commute for employees(5)
- Lack of parking for customers/employees (3/4)

34. How do transportation problems affect your organization?

Ten respondents answered this question as followed in rank order of problem:

- Increased tardiness or absenteeism (7)
- Reduced employee turnover (6)
- More challenging for employee recruitment (5)

- Higher employee turnover (3)

35. In your opinion, how interested would your firm be in working together with other employers in southwest Will County to assist people in getting to work and reducing congestion?

A total of 16 respondents answered they would be “Somewhat” (11) and “Very interested” (5) in working with other employers.

36. One way to get companies involved in transportation concerns is to form a Transportation Management Association (TMA). TMAs are non-profit agencies that inform their members and transportation issues and help them solve commuting problems. Typically, TMAs help employers set up carpooling and vanpooling programs, advocate for transit and roadway improvements, and distribute real-time information about traffic conditions. Based on your knowledge of transportation problems in southwest Will County, do you think a TMA is needed in the county?

Eighteen respondents indicated they believe a TMA is needed in the County.

37. As a private, non-profit membership association, a TMA is supported by its membership dues and fees-for-service and by grants from governments and foundations. How likely do you think your firm would be to join a TMA?

Thirteen total respondents answered “Somewhat” (12) and “Very likely” (1) to join the TMA.

38. Would you be likely to join a TMA if your firm’s annual membership dues were \$1.50 per employee?

Sixteen total respondents answered this question with nine indicating their willingness to join the TMA.

39. TMA members sometimes contribute in ways other than membership dues. Would you be likely to offer support to the TMA by providing surplus office equipment and supplies or by offering in-kind services?

Only 13 respondents answered this question. With five answering they would contribute in-kind services with three answering “No”, and five answering “Maybe”.

Meetings with Stakeholders

Study Oversight Committee

Technical oversight and direction for the overall project was provided by the Study Oversight Committee (SOC) comprised of JADA, the Will County Governmental League (WCGL), Will County Center for Economic Development (CED), Will County Government, Regional Transportation Authority (RTA), Pace, Metra, and Chicago Metropolitan Agency for Planning (CMAP). Input from this Committee was gathered at a TMA Workshop conducted in September 2009. Additional study guidance was gathered at a second meeting also conducted in September. A list of the SOC members is contained in Appendix E.

TMA Feasibility Group

The SOC was expanded to include appropriate private sector stakeholders to form the TMA Feasibility Group. A total of 13 additional members were invited to join with the SOC, including large area employers, developers, municipalities, and workforce agencies. The TMA Feasibility Group members are listed in Appendix F.



Entrance to Abraham Lincoln National Cemetery

The TMA Feasibility Group was responsible for guiding the evaluation of creating a TMA including a review of the employer survey, implementation plans and administrative guidelines, and the content of the final report and recommendations. The TMA Feasibility Group met twice during the course of the work effort. One meeting was conducted in November 2009 to discuss the factors that should be considered in determining the feasibility to establish a TMA, and to review the data from the employer survey. At this meeting, land use, transportation and employer information, and study area characteristics were also discussed.

The second TMA Feasibility Group meeting occurred in April 2010 and included a review of alternative organizational structures of the TMA; discussion of the final TMA feasibility decision factors and conclusions; discussions regarding a

five-year business plan, first-year administrative needs, a one-year work program; and, review of the draft final report.

Feasibility Conclusions

The analysis of the TMA decision factors showed that the extent of growth and transportation problems and degree of public and private commitment to a TMA supports to a moderate level the formation of a transportation management association in southwest Will County. The web-based employer survey confirmed this analysis. It is believed that through education and awareness of the benefits of a TMA, this level of support will increase. Looking at the results of the employer survey and the discussions that occurred in the meetings with the Study Oversight Committee and the TMA Feasibility Group, there appears to be a moderate level of support for offering TMA services in southwest Will County via an existing organization.

IV. Organizational Structures

The previous sections analyzed the factors that support the formation of a TMA and the opinions of community and business leaders about the need for a TMA in southwest Will County. Based upon the analysis, a separate TMA organization could be supported and is desired. There is a moderate level of support for the introduction of TMA services that would advocate for transportation improvements and introduce TMA services via an existing organization in the region. There are many ways this concept could be advanced. Section IV presents alternative organizational structures for developing TMA services.

Alternative Organizational Structures

Setting up the appropriate TMA structure will set the tone for future success. TMAs can be organizationally formal in their development or informal depending on the TMA service area, governing documents, membership and IRS legal status.

Described below are several formal and informal TMA structures. Each structure has merit and consideration for the potential southwest Will County TMA.

Informal Structure

TMAs may be part of another multi-purpose organization. These TMA types would not have a formal corporate structure. An informal TMA could evolve later into a traditional TMA if certain trigger points are met including the emergence of both public-private leadership and identified sustainable funding sources. Several informal organization models are identified below.

Annexed Into Existing Organization

When a proposed TMA service area is adjacent to an existing TMA service area, the residents and employers may ask that TMA to host or provide services to their area. The advantage of this arrangement is that many start-up organizational issues have already been addressed by the existing TMA. In addition, there would be economies of scale from the standpoint that service would be offered to a greater number of employers in an expanded TMA service area. One disadvantage is that public funding for TMA services cannot be commingled between the two service areas.

Chamber of Commerce Subcommittee

Chambers typically have working committees of members dedicated to specific activities (e.g., legislative, workforce development, financial, etc.) A result could be the development of a chamber transportation committee that meets with state and local officials to improve transportation service for their membership. An advantage of this arrangement is that many start-up organizational issues have already been addressed by the existing agency. In addition, all chamber

TMA Feasibility Study for Southwest Will County, Illinois

members could take advantage of all offered transportation demand management services provided. A disadvantage of this arrangement is that services provided would be limited to the extent that the chamber could take on these additional responsibilities. In addition, this organization may not have a separate corporate identity.



CenterPoint Intermodal Center

Activity Center Oriented

This structure is based upon a given specific area that has the density of employers and residents to support TMA services. For example, a large mixed-use development containing residential and commercial activities may be appropriate for providing TMA services. However, the development of the organization's roles and relationships may conflict with the TMA's mission.

The Joliet Arsenal Development Authority area would have specific transportation needs related to the development of the CenterPoint - Elwood and Joliet intermodal facilities and the various warehousing and commercial activities on the former Arsenal site. The employers located within the former Arsenal site could provide transportation demand management services to their current employees. Typical services may include rideshare matching for employers and employees; transit or shuttle services to/from train stations or fixed-route bus systems; provision of park-and-ride lots; and, development of alternative work schedule program to stagger traffic entering and exiting the activity center. A disadvantage of this arrangement is that services would only be provided within the activity center and not to the general public.

Establishing an informal TMA would lay the groundwork to demonstrate the ability for private sector transportation leadership. Housing the organization in an existing entity would permit the staff to focus on developing and coordinating transportation advocacy, identifying and securing potential funding, and creating a unified voice for southwest Will County stakeholders.

Examples of trigger points that could emerge and effect the consideration for the establishment of a formal TMA organization would include changes to the regional transportation system, pressure from private and public sector employers and major changes within southwest Will County activity centers.

- **Regional Transportation** – Increases in regional traffic growth could spur major construction projects in Will County corridors leading to the need for traffic mitigation activities which the TMA would be uniquely qualified to provide.
- **Employer Needs** – Improvements in the economy may compel employers to be more concerned about transportation issues and the retention and attraction of quality employees. These employers would seek avenues to expand their employment base and identify activities which would allow them to retain their valued employees. A TMA could provide services such as transit and shuttle services, ridershare programs and on-site amenities.
- **Activity Center Changes** – Major changes to population, employment and land use could occur and potentially merit TMA consideration, especially if the changes impact the interstate or local roadway network.

Formal Structure

Formal organizations would have a defined mission, a defined membership, and a dedicated staff. Time would be required to choose a legal status, develop business and financial plans, and create a service work program.

Stand-Alone Organization

TMA's developed as separate entities typically have more refined mission statements, committed membership, and dedicated staff. One of the first duties when incorporating a TMA is to decide the organization's legal status. The IRS codes covering applicable nonprofit organizations include 501(c) (3), 501(c) (4) and 501(c) (6). Each designation has advantages and disadvantages as illustrated in Table 3 below.

Table 5: Examples of 501 (c) Organizations for TMA Incorporation

	501(c) (3)	501(c) (4)	501(c) (6)
Organizational Purpose	Community or corporate foundation	Civic League or welfare organization	Business organization
Services Provided	Provided to general public	Provided to general public	Limited only to members
Dues Collection	No	Yes	Yes
Fundraising Activities	Deductible contributions from members and nonmembers	Deductible contributions considered business expense	Membership dues
Lobbying Activities	Prohibited from lobbying	Permitted to lobby for their membership	Lobby to support legislation

V. Recommendations and Next Steps

Section V presents recommendations and next steps for advancing TMA services in southwest Will County. The section discusses those steps necessary to initially establish TMA services including: establishing the TMA structure and start-up administrative needs, developing a five-year strategic business plan, and identifying elements for one-year work program.

First –Year TMA Administrative Needs

Through the surveys and group meetings, Will County stakeholders have indicated that TMA services are desirable with these services provided under the auspices of an agency which could be housed within an existing organization, at least at the initial stages. JADA could assist in securing funds for the initial cost of providing TMA services in southwest Will County.

The first year is dedicated to the start-up of administrative duties. Five duties would need to take place in preparation for implementation of a TMA organization including:

Identify Stakeholders

Initial outreach to both the public and private sectors should occur. At least a core group of public and private sector stakeholders interested in collaborating and cooperating with each other should be identified. The creation of the TMA Feasibility Group already serves this purpose and could be expanded as necessary. In the course of this work effort additional large employers have been identified and those are the ones contacted early in this process.

Develop a Mission Statement and TMA Roles and Goals

Interested stakeholders should then meet to assist with the development of a mission statement and identification of clear and achievable goals focused on TDM/TSM strategies, transportation advocacy, marketing and outreach services and information dissemination.

Formalize a Steering Committee

A steering committee, comprised of interested stakeholders who meet on a regular basis (monthly or quarterly) to discuss issues confronting the TMA should be formalized. The committee should represent as many constituent groups as possible. The steering committee would meet with TMA staff to review and revise goals, ensure the outreach and advocacy issues are inclusive, and identify and react to other appropriate issues.

In addition, various ad hoc subcommittees may be established to address short-term, specific TMA needs. Expertise in the fields of accounting, law, financial planning, marketing, public relations, advertising, computer technology and insurance may be necessary as the TMA moves forward.

TMA Feasibility Study for Southwest Will County, Illinois

Research and Secure Funding

The TMA will need to fund staff activities and overhead expenses. The TMA could be funded in part by public sources, private sector employers, charitable foundations, and in-kind services. The TMA also should develop a self-sufficiency funding plan which would outline funding strategy activities, including how the TMA develops budgets, projects cash flow requirements, and conducts its accounting procedures.

Develop Outreach and Marketing Strategy

The TMA must work with and represent public and private sector stakeholders. By developing an outreach and marketing program, the TMA can keep their stakeholders involved and engaged. This activity is further defined below in the Five-Year Strategic Business Plan.

Identify Office Location and Staff

Agreement on the organization's location should be established and staffing depends on the TMA mission statement and types of services and activities the TMA membership requires.

Table 6 highlights typical first-year start-up administrative and marketing activities into three four-month segments.

Table 6: Typical First-Year Start-up TMA Activities

	TMA Start-up Organization and Administration	Membership and Marketing
Month 1-3	<ul style="list-style-type: none"> Formalize Steering Committee, establish office, hire staff Adopt bylaws and establish legal status Establish fiscal structure (i.e., budget, cash flow, accounting procedures) Conduct baseline employer survey 	<ul style="list-style-type: none"> Identify potential members Establish membership dues structure Initiate contacts with priority potential members and establish core membership Establish partnerships with transportation planning/service providers
Month 4-6	<ul style="list-style-type: none"> Develop detailed work plan of activities and services Begin development of long-term financial plan 	<ul style="list-style-type: none"> Establish identity for outreach to employers and commuters Prepare membership development and TDM promotional materials Continue to outreach to potential members Host first special membership development event Convene initial member meeting
Month 7-12	<ul style="list-style-type: none"> Develop five year financial plan Expand publicity opportunities Maintain office functions 	<ul style="list-style-type: none"> Host special membership development and periodic member meetings

Five –Year Business Plan

A critical document which must be prepared is a business plan detailing how the TMA will conduct their business. This document is important because it outlines the TMA planning process and how goals and objectives and annual work plans are integrated into the overall five-year plan. The components of the five-year business plan include:

- Introduction - major points found in each section of the Business Plan, including a Financial Plan, and Marketing Plan.
- Mission Statement - TMA's role and responsibilities, services and overall philosophy and values.
- Business Environment – population and employment trends and planning assumptions underlying the Business Plan, TMA strengths and weaknesses.
- Critical Issues – organizational and funding challenges identified from the analysis of the external environment, membership benefits and services, and competing membership organizations.
- Goals and Objectives - purpose and types of programs the TMA will undertake, funding sources, and organizational structure and development.
- External Opportunities and Threats – potential business opportunities and challenges the TMA may face when entering the market place.
- Work Program – first-year activities the TMA will undertake as described below.
- Financial Plan – revenue, expense and staffing assumptions for the Business Plan time frame.
- Marketing Plan - strategies and marketing programs to be undertaken to promote the TMA and its activities.

Financial Plan

The Plan would highlight the TMA's goals and work program and the level and sources of assumed financial support for the five-year period. Importantly, the Financial Plan will outline the various types of funding to be pursued by the TMA. The Financial Plan components include:

- Financial Plan Analysis – identify and research all revenue sources and expense assumptions
- TMA Program Funding – establish an appropriate mix of public and private sector funding, define and tabulate appropriate funding sources and responsible funding agency, develop fee schedule for membership and fee-for-service programs, project five-year revenues

TMA Feasibility Study for Southwest Will County, Illinois

- TMA Program Expenses – define and tabulate organizational expenses necessary to accomplish work program, project five years of expenses
- Funding Shortfall – identify any projected funding shortfall to implement work program, explore additional funding sources to overcome shortfall

Marketing Plan

As an element of the Business Plan, the Marketing Plan would consist of a discussion of the market and market segments, the message delivered to each audience, and the methods of communication both traditional and non-traditional. The Marketing Plan components include the following:

- Current Market Situation Analysis - defining the product, identifying the market and the competition, and assessing the business environment
- Opportunities and Issues Analysis – assessment of the external environment for current opportunities and definition of issues
- Goals and Objectives - types of communications to be delivered and identifying delivery methods
- Marketing Strategies - targeting potential markets and defining the strategic focus
- Marketing Program - raising general awareness, reaching potential members, and developing effective demand management programs that meet the needs of employers

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Entrance to BNSF Intermodal Yard - Elwood

Year One Work Program

A one-year TMA work plan will further guide the organization during the initiation period. Planning is the most important function undertaken by TMA staff and the Steering Committee. The planning process enables the TMA to

take maximum advantage of new opportunities, while developing measures to address current challenges and taking steps to avoid foreseeable problems.

The work program should be realistic and achievable. The results of this plan should be reviewed after a specific time period. At the end of this period, information should be reviewed and refined and a new work plan developed.

Public sector funding agencies will generally require a work plan; however, the work program's primary role is to be used as a tool by which the TMA can evaluate accomplishments throughout the year.

During the first year, the work program will focus significantly on TMA development, although, if possible, some TMA services should be included. Work programs for later years will be more service-oriented as TMA organization tasks are completed.

The work program should service five purposes:

- Articulate TMA mission, goals and objectives
- Describe activities associated with each objective
- Assign staff responsibility for each activity
- Establish an implementation schedule
- Define the allocation of resources for each activity

Based on employer surveys and discussions with the TMA Feasibility Group, new TMA services would focus on TDM/TSM services, transportation advocacy, marketing and member services, and information clearinghouse activities.

TDM/TSM Services

The central focus of the TMA's existence is the provision of, coordination and promotion of actions which enhance mobility to the service area. Actions should include a variety of Transportation Demand Management (TDM) and Transportation Systems Management (TSM) activities.

TDM relates to altering the demand for travel by affecting total traffic volumes, travel mode share or the distribution of travel over different times of the day. TSM relates to the construction of low-cost improvements which increase roadway and transit efficiencies (e.g., traffic signal retiming or redesignating traffic flows). Specific activities may include:

- Ridematching (i.e., carpool/vanpool) services
- Emergency ride home program
- Shuttle services to rail stations

Advocacy

Participate in regional, county and local planning efforts for transportation services, facilities and land use by advocating and supporting improvements to the highway system, transit services and other transportation modes (i.e., bicycle and pedestrian). The TMA should concentrate initially on the transportation improvements contained in the 2010 Joliet Arsenal Area Long-Range Transportation Plan. Advocacy activities should include:

Highways:

- Support construction of a new I-55 and Arsenal Road interchange
- Support engineering and right-of-way acquisition to widen I-55 from I-80 to the Will County boundary
- Work cooperatively with state and local officials to identify and preserve the right-of-way for the Prairie Parkway, Illiana Expressway and the I-55/I-57 interconnect
- Explore the development of a new DesPlaines River Bridge connecting Laraway Road to Empress Road / Houbolt Road.



Truck traffic was cited as major concern by stakeholders

Transit/Rail:

- Support additional intermodal and transload facilities along Class I railroads
- Support the development of the Joliet Regional Multi-Modal Transportation Center
- Support Pace in their efforts to enhance and expand bus service throughout the area
- Support extension and capacity expansion of Metra service on the Rock Island District, Heritage Corridor and SouthWest Service.

Other Transportation Modes

Support bicycle and pedestrian elements outlined in the Will County 2030 Transportation Plan⁸ including:

- Work with County officials to identify dedicated bicycle paths/lanes in the Joliet area
- Support the connection of the I&M Canal State Trail to Midewin Tallgrass Prairie via a bicycle/pedestrian bridge over the Des Plaines River
- Work with the U.S. Forest Service to support the extension of the Wauponsee Glacial Trail to provide a connection between the Midewin Tallgrass Prairie and Joliet
- Support the construction on an east-west trail connecting the Midewin Tallgrass Prairie and Wauponsee Glacial Trails
- Support bicycle and pedestrian facilities to major employers and other destination centers.

Marketing and Member Services

The TMA should raise awareness to TMA programs and services by conducting marketing, planning and membership development. The TMA can define separate, specific targets for membership within a TMA Business Plan. In addition to services to members and the public at-large, the TMA may also provide services specifically to their members. Activities under this heading may include:

- Identifying and initiating contact with potential TMA members
- Developing promotional materials
- Hosting membership events
- Assisting with specific worksite transportation issues
- Developing of information and/or incentive programs
- Assisting with regulation compliance

Information Clearinghouse

Provide information on transportation issues, programs and activities to members and potential members. Tasks the TMA should undertake include:

- Conducting public information and education activities
- Increasing general awareness of commuting options, TMA services and transportation issues and programs
- Developing a construction alert/traffic congestion warning service

⁸ Will County 2030 Transportation Plan, Final Study Report, March 2009.

Appendix A:
Major Employers and Agencies in Southwest Will County

Major Employers and Agencies in Southwest Will County

86th United States Army Reserve Command
A & R Transport, Inc.
Abraham Lincoln National Cemetery
Alliance 3PL
Apollo Colors, Inc.
Autobahn Country Club
Bergstrom, Inc.
Bissell Homecare, Inc.
BNSF Logistics Park
BP Amoco Chemical Company
California Cartage
Caterpillar, Inc.
Cavalea Continental Freight, Inc.
CenterPoint Properties
Champion Drywall
Chicagoland Speedway
City of Braidwood
City of Joliet
City of Wilmington
Clennon Electric, Inc.
Container Care
Covidian
Cypress Medical Products
Dedicated Xpress
Dow Chemical Company
DSC Logistics
Ecolab
Empress Casino
Exxon Mobil Refinery
Filtration Group, Inc.
Flint Hills Resources
Florence Township
Harrah's Joliet Casino and Hotel
Hoffman Transportation LLC
INEOS STYRENICS
IUOE Local 150 Apprenticeship and Skill Improvement Training Center
Jackson Township
Joliet Regional Port Authority
Joliet Township
Loders Croklaan
Maersk Equipment Service Company
Manville Roofing Systems
Meade Electric Company, Inc.
Midwin National Tallgrass Prairie
Mining International

MIV Electrical
Pace Heritage Division
Packard Transport, Inc.
Parsec
Partners Warehouse, Inc.
Potlatch Corporation
Prairie View Landfill
Precision Components, Inc.
ProLogis Park Arsenal
Provena St Joseph Medical Center
Ridge Property Trust
Romar Cabinet and Top Company, Inc.
ROW Window Company
Sanyo Logistics
Schneider Logistics
Silver Cross Hospital
Stepan Company
Three Rivers Construction Alliance
Troy Township
Union Pacific Railroad
United Parcel Service
UTI Logistics – Georgia Pacific
Village of Coal City
Village of Diamond
Village of Elwood
Village of Manhattan
Village of Rockdale
Vulcan Material Company
Wal-Mart Logistics Facility
Waste Management
Will County
Wilmington Township

Appendix B:
Letter to Employers

TMA Feasibility Study for Southwest Will County, Illinois



"Adding to Will County's Growth & Prosperity"

3180 Theodore Street, Suite 103, Joliet, IL 60435
Phone: 815-630-2800
Fax: 815-630-2801

EMPLOYER SURVEY LETTER

October 21, 2009

NAME, TITLE
AGENCY/FIRM
ADDRESS
CITY/VILLAGE, State ZIP

Dear Sir or Madam:

To better address commuting needs of employers and employees in Will County, the Joliet Arsenal Development Authority (JADA) is working with Will County and other regional agencies to study the feasibility of establishing a Transportation Management Association (TMA) in Southwest Will County. For purposes of this study, Southwest Will County is defined as the area highlighted in the enclosed map.

Periodically, JADA has conducted transportation and land use studies of the Arsenal property. The current plan, conducted in 2004, cited transportation needs including the establishment of a transportation management association (TMA). A TMA is a non-profit, public-private partnership which works cooperatively with local employers and public officials to organize comprehensive programs to solve transportation problems. These programs may include highway improvement advocacy, information dissemination, ridesharing, increased public transit options, and other services to get people to their jobs. A TMA factsheet has been enclosed which highlights the typical TMA activities and the benefits of TMA membership.

During the course of the study, JADA will analyze demographic, economic and travel data in Southwest Will County. In addition to analyzing this data, the study will determine private sector interest and support for the formation of a TMA or opportunities to provide commuter services. As a major employer in Southwest Will County, your views on transportation issues are important.

To better assist us in understanding the transportation problems Southwest Will County employers experience, we will be conducting an internet survey of major employers. In order that the results of the study reflect the opinions of area employers, we are requesting that you or another individual who can represent your company complete this survey. Ideally, this person would be in upper management, human resources or facilities management.

A link has been established on the JADA website at www.jada.org for the survey. When you click on the link, input the password *arsenal* and begin to fill out the survey. We would request that your firm complete the survey by October 23, 2009.

Your help and that of other major employers in Southwest Will County are essential to the study's success. Please direct any questions or comments to Joel Graeff, our TMA Lead Consultant, at joel.graeff@aecom.com. We greatly appreciate your cooperation in this effort.

Sincerely,

A handwritten signature in black ink, appearing to read "Richard Kwasneski".

Richard Kwasneski
Executive Director

RK/clb

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Appendix C:
Employer Questionnaire

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Employer Internet Questionnaire October 2009

The Joliet Arsenal Development Authority (JADA) is conducting a study to determine the feasibility of establishing a transportation management association (TMA) in southwest Will County. A TMA works with local employers and public officials to organize programs to solve transportation problems. We would like to hear your company's opinions about transportation and interest in various types of commuter travel options.

The survey results will be kept confidential. The survey will take approximately 10 minutes to complete.

Firm/Organization _____
Address _____
City, State, Zip _____
Survey completed by _____
Title _____
Telephone _____
Email address _____

1. First, some background questions about your firm. How many employees do you have in southwest Will County? Please include your employees and contract employees.
 1. 1 – 10
 2. 11 – 25
 3. 26 – 49
 4. 50 – 75
 5. 76 – 100
 6. 101 – 250
 7. 251 – 500
 8. Over 500
 9. Don't know/declined

2. Which best describes the industry your firm is in?
 1. Agriculture - GO TO Q.4
 2. Construction - GO TO Q.4
 3. Manufacturing - GO TO Q.4
 4. Transportation, Communications, Public Utility – GO TO Q.4
 5. Wholesale or Retail Trade - GO TO Q.4
 6. Finance, Insurance, or Real Estate – GO TO Q.4
 7. Public Administration or Government – GO TO Q.4
 8. Services
 9. Don't know/declined – GO TO Q.4

3. What type of service does your firm provide?
 1. Hotels/Lodging
 2. Business
 3. Personal
 4. Professional
 5. Health
 6. Recreational/Entertainment
 7. Educational
 8. Repair
 9. Restaurants
 10. Don't know/declined

4. Do you have other worksites in southwest Will County?
 1. No --GO TO Q.6
 2. Yes

5. If you have more than one site, how many other locations does your firm have?
 1. One
 2. Two
 3. Three
 4. Four or more

For companies with more than one business location in southwest Will County, please answer the following questions for the worksite with the largest number of employees.

6. Where is the location of the worksite with the largest number of employees in southwest Will County?
Address _____
City, State, Zip _____

7. How long has your firm been at this location?
 1. Less than one year
 2. One to two years
 3. Three to five years
 4. More than five years
 5. Don't know/declined

8. Is the largest worksite currently or in the next two years expanding or reducing the size of its workforce?
 1. Increasing the total number of employees
 2. Reducing the total number of employees
 3. Staying the same
 4. Don't know/declined

9. Please tell me if any of the following services are available on your site or within walking distance at this site.

	YES	NO
1. Places to eat	1	2
2. Child care centers	1	2
3. Elder care centers	1	2
4. Exercise/gym facilities	1	2
5. Banking services	1	2
6. Post Office	1	2
7. Dry Cleaners	1	2
8. Convenience stores	1	2
9. Drug stores	1	2
10. Medical Offices	1	2

10. Next, we'd like to find out about your firm's interest in various commute options and ways to reduce traffic during rush hours at the largest site. First, do you operate with fixed work hours or shifts where employees are assigned start and end times?

1. Fixed hours
2. Variable hours (shifts)
3. Don't know/not sure

11. Does your company offer staggered work hours where employees are assigned different hours to start and end?

1. Yes -- GO TO Q.13
2. No
3. Don't know/not sure

12. Would your company be interested in learning more about staggered work hours?

1. Yes
2. No
3. Don't know/not sure

13. At the largest site, do you offer flextime where your employees choose starting and ending times centered on a set of core business hours?

1. Yes - GO TO Q.15
2. No
3. Don't know/not sure

14. Would your company be interested in learning more about flextime?

1. Yes
2. No
3. Don't know/not sure

15. Do you offer a compressed work week program for your employees where all or some work days are lengthened in order to shorten the work week?

1. Yes - GO TO Q.17
2. No
3. Don't know/not sure

16. Would your company be interested in learning more about compressed work weeks?
 1. Yes
 2. No
 3. Don't know/not sure

17. Does any portion of your workforce regularly telecommute - work at home or at a satellite work location closer to home – at least one day per week?
 1. Yes - GO TO Q.19
 2. No
 3. Don't know/not sure

18. Would your company be interested in learning more about telecommuting or satellite work locations?
 1. Yes
 2. No
 3. Don't know/not sure

19. How would you characterize the availability of parking at your firm?
 1. Shortage of parking
 2. Adequate parking
 3. Surplus parking
 4. Don't know/not sure

20. Do your employees pay for parking or is it offered for free?
 1. Pay
 2. Free - GO TO Q.22

21. Does your company pay any portion of parking costs for your employees?
 1. Yes
 2. No

22. Does public transportation service come within walking distance of your work location?
 1. No - GO TO Q.24
 2. Yes
 3. Don't know/not sure

23. What kind of public transportation is available?
 1. Bus only
 2. Rail only
 3. Both bus and rail
 4. Don't know/not sure

24. Does your company currently have a rideshare program? (Rideshare includes carpool and vanpool options.)
 1. Yes - GO TO Q.26
 2. No
 3. Don't know/not sure

25. Would your company be interested in learning more about ridesharing?
1. Yes
 2. No
 3. Don't know/not sure
26. Does your company offer employees any of these subsidies to reduce Single Occupancy Vehicles (SOV)?
1. Allow for pretax payroll deductions under IRS Tax Code Section 132
 2. Subsidize "empty seats" in the regional vanpool program
 3. Provide cash payments/incentives to carpool participants
 4. Offer free or discounted transit passes
 5. Offer indirect incentives such as bicycle equipment, paid time off, discount coupons
27. Would your company be interested in learning more about subsidies?
1. Yes
 2. No
 3. Don't know/not sure
28. Does your company provide shuttles to and from bus stops or rail stations?
1. Yes – GO TO Q.30
 2. No
 3. Don't know/not sure
29. Would your company be interested in learning more about shuttles?
1. Yes
 2. No
 3. Don't know/not sure
30. Does your company provide an emergency ride home program where employees who take transit or use carpools or vanpools are provided with a ride home in the case of a personal emergency or unexpected overtime?
1. Yes - GO TO Q.32
 2. No
 3. Don't know/not sure
31. Would your company be interested in learning more about emergency ride home programs?
1. Yes
 2. No
 3. Don't know/not sure
32. Do you provide facilities for employees who bike or walk to work?
- | | YES | NO |
|-----------------------|-----|----|
| 1. Bike Storage Racks | 1 | 2 |
| 2. Pathways | 1 | 2 |
| 3. Showers | 1 | 2 |
| 4. Locker facilities | 1 | 2 |
| 5. None | 1 | 2 |
| 6. Other _____ | | |

33. Would your company be interested in learning more about bike racks and special paths?
1. Yes
 2. No
 3. Don't know/not sure
34. What are the key transportation problems affecting your worksite(s)? (Check all that apply)
1. Traffic congestion
 2. Safety
 3. Lack of parking for employees
 4. Lack of parking for customers
 5. Length of commute for employees
 6. Access from local roads and highways
 7. Lack of convenient transit
 8. Lack of sidewalks and/or bike lanes
 9. Other _____
35. How do transportation problems affect your organization?
1. More challenging employee recruitment
 2. Reduced employee productivity
 3. Higher employee turnover
 4. Transportation problems do not affect our organization
 5. Increased tardiness/absenteeism
 6. Other _____
36. In your opinion, how interested would your firm be in working together with other employers in southwest Will County to assist people in getting to work and reducing congestion?
1. Very interested
 2. Somewhat interested
 3. Not very interested
 4. Not at all interested
 5. Not able to offer an opinion
37. One way to get companies involved in transportation concerns is to form a Transportation Management Association (TMA). TMAs are non-profit agencies that inform its members about transportation issues and help them solve commuting problems. Typically, TMAs help employers set up carpooling and vanpooling programs, advocate for transit and roadway improvements, and distribute real-time information about traffic conditions. Based on your knowledge of transportation problems in southwest Will County, do you think a TMA is needed in the county?
1. Yes – GO TO Q.39
 2. No
 3. Don't know/not sure

38. Why do you feel that way?

RECORD _____

39. As a private, non-profit membership association, a TMA is supported by its membership dues and fees-for-service and by grants from government and foundations. How likely do you think your firm would be to join a TMA?

1. Very likely
2. Somewhat likely
3. Not too likely – END OF SURVEY
4. Don't know/not sure - END OF SURVEY

40. Would you still be likely to join a TMA if your firm's annual membership dues were \$1.50 per employee?

1. Yes
2. No – END OF SURVEY
3. Not too likely – END OF SURVEY
4. Don't know/not sure – END OF SURVEY

41. Finally, members sometimes contribute to the TMA in other ways besides membership dues. Would you be likely to offer support to the TMA by providing surplus office equipment and supplies or by offering in-kind services?

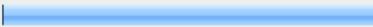
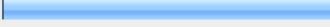
1. Yes
2. No
3. Maybe
4. Don't know

Thank you. We appreciate your time to complete this survey.

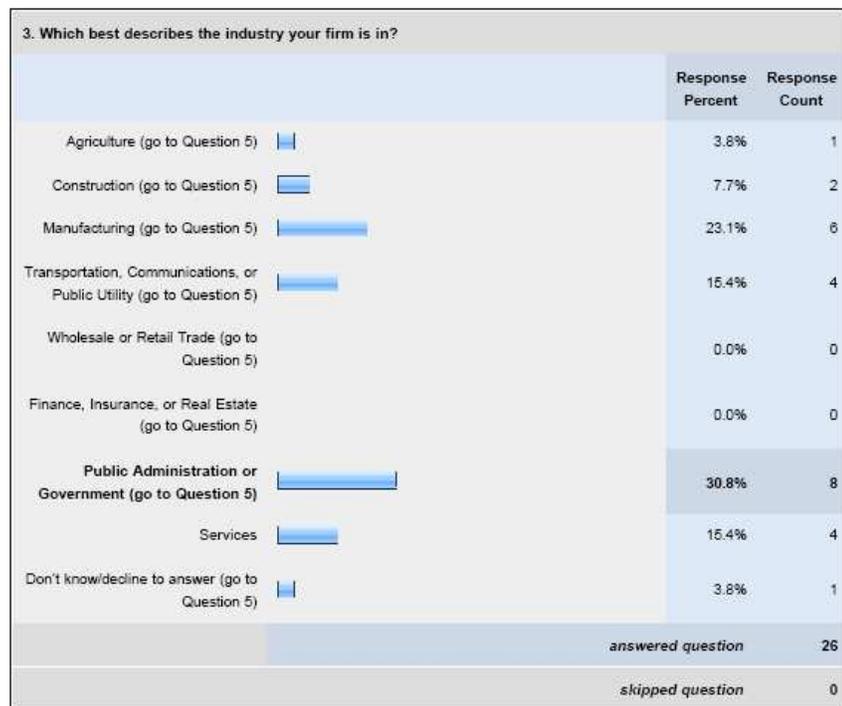
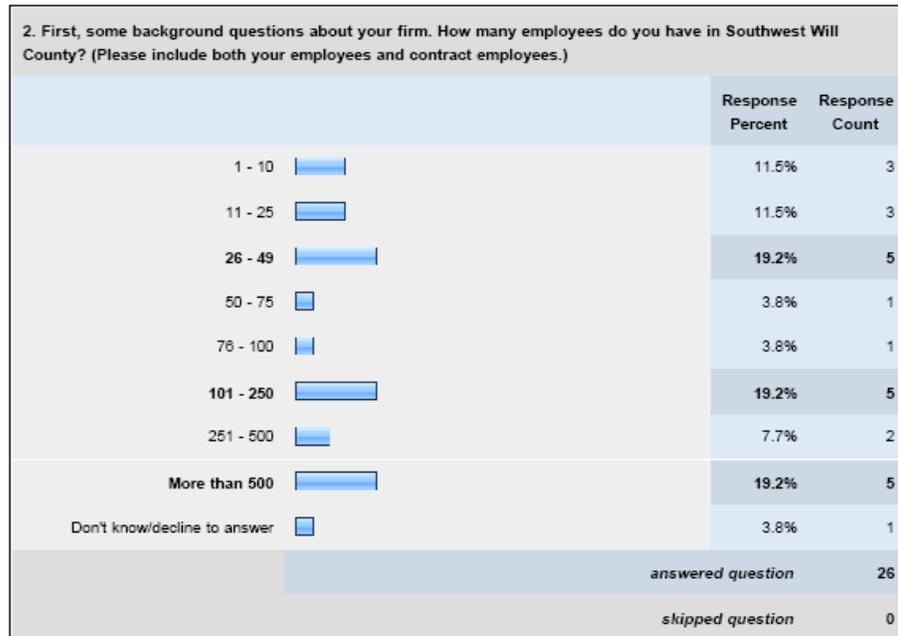
Appendix D:
Results of Employer Survey

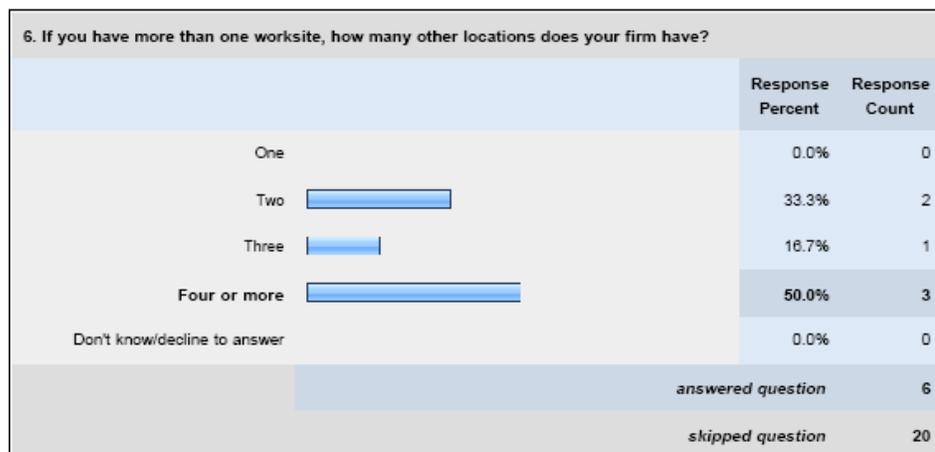
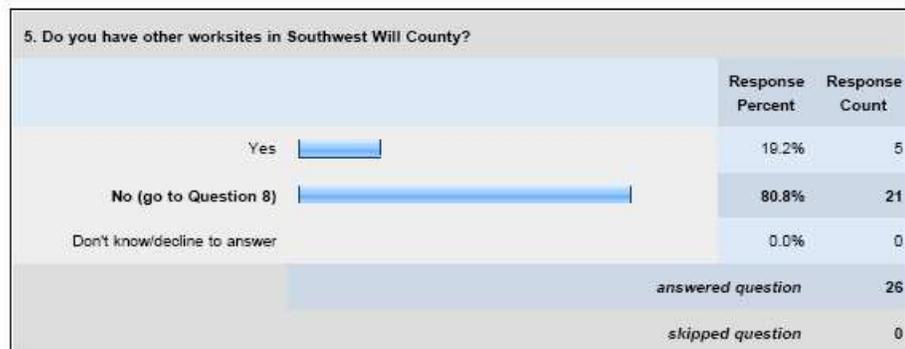
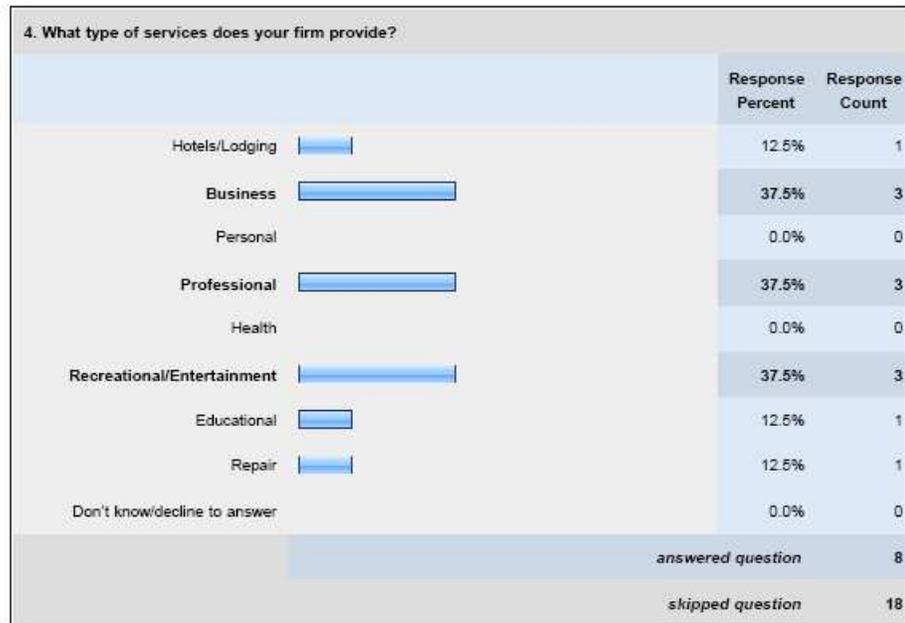
SW Will County - Employer Internet Questionnaire

1. This survey will take approximately 10 minutes to complete. Survey results will be kept confidential.

	Response Percent	Response Count
Firm/Organization: 	100.0%	26
Address: 	100.0%	26
City/State/ZIP: 	100.0%	26
Survey completed by: 	100.0%	26
Title: 	100.0%	26
Telephone: 	96.2%	25
E-mail address: 	88.5%	23
	<i>answered question</i>	26
	<i>skipped question</i>	0

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7. For companies with more than one business location in Southwest Will County, please answer the following questions for the worksite with the largest number of employees. Where is the location of the worksite with the largest number of employees in Southwest Will County?

	Response Percent	Response Count
Address	100.0%	7
City/State/ZIP	85.7%	6
<i>answered question</i>		7
<i>skipped question</i>		19

8. How long has your firm been at this location?

	Response Percent	Response Count
Less than a year	0.0%	0
One to two years	0.0%	0
Three to five years	3.8%	1
More than five years	92.3%	24
Don't know/decline to answer	3.8%	1
<i>answered question</i>		26
<i>skipped question</i>		0

9. Is the largest worksite currently (or in the next two years) expanding or reducing the size of its workforce?

	Response Percent	Response Count
Increasing the total number of employees	19.2%	5
Reducing the total number of employees	7.7%	2
Staying the same	53.8%	14
Don't know/decline to answer	19.2%	5
<i>answered question</i>		26
<i>skipped question</i>		0

10. Are any of the following services available at or within walking distance of this site?

	Yes	No	Response Count
Places to eat	50.0% (13)	50.0% (13)	26
Child care centers	19.2% (5)	80.8% (21)	26
Elder care centers	0.0% (0)	100.0% (26)	26
Exercise/gym facilities	23.1% (6)	76.9% (20)	26
Banking services	42.3% (11)	57.7% (15)	26
Post office	30.8% (8)	69.2% (18)	26
Dry cleaners	26.9% (7)	73.1% (19)	26
Convenience stores	26.9% (7)	73.1% (19)	26
Drugstores	15.4% (4)	84.6% (22)	26
Medical offices	15.4% (4)	84.6% (22)	26
<i>answered question</i>			26
<i>skipped question</i>			0

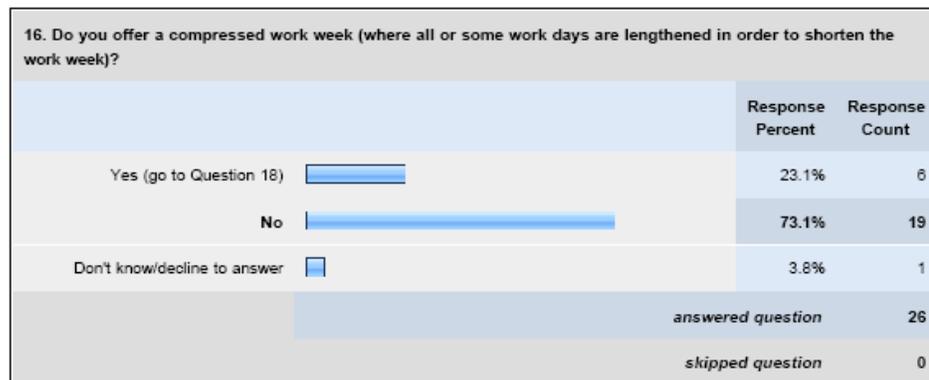
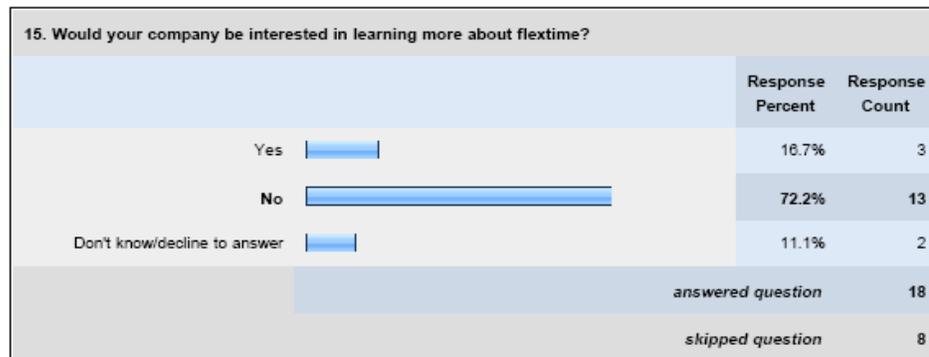
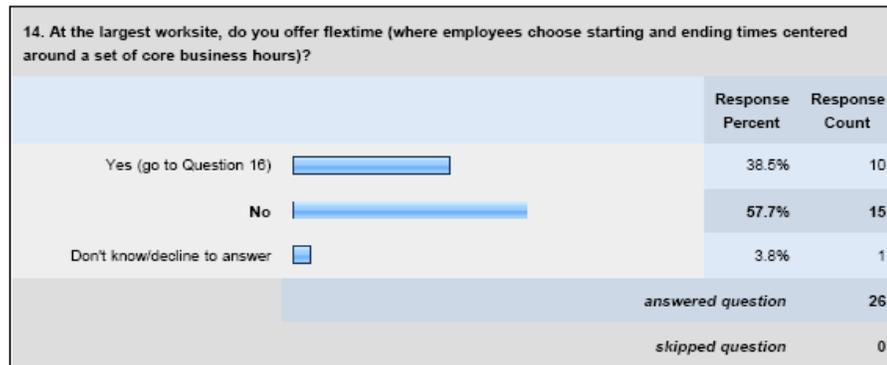
11. Next, we'd like to find out about your firm's interest in various commute options and ways to reduce traffic during rush hours at the largest worksite. First, do you operate with fixed work hours or shifts where employees are assigned start and end times?

	Response Percent	Response Count
Fixed work hours	50.0%	13
Variable hours or shifts	50.0%	13
Don't know/decline to answer	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

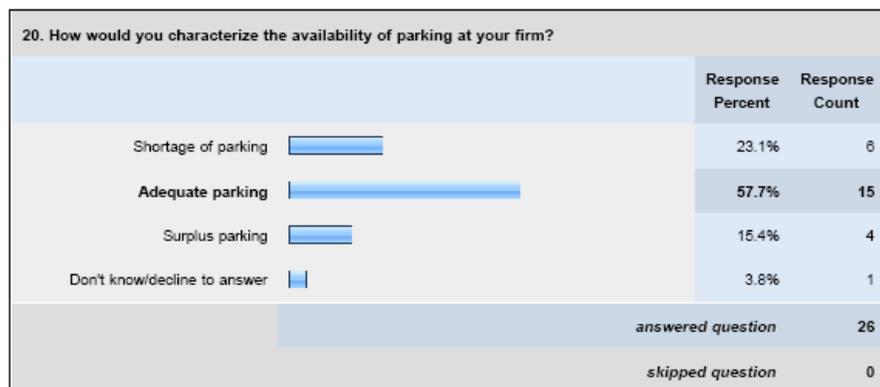
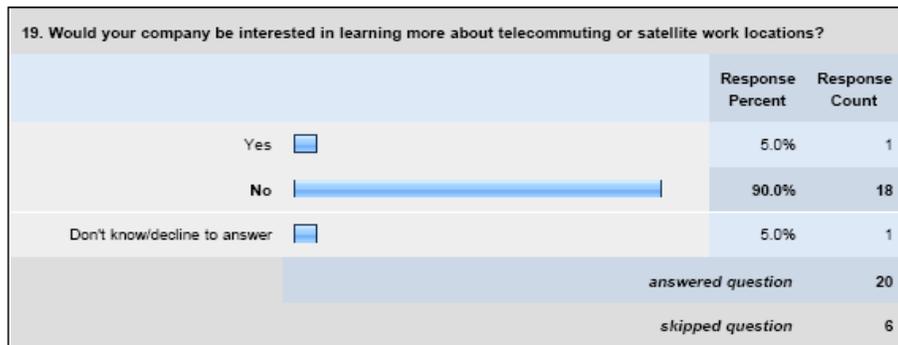
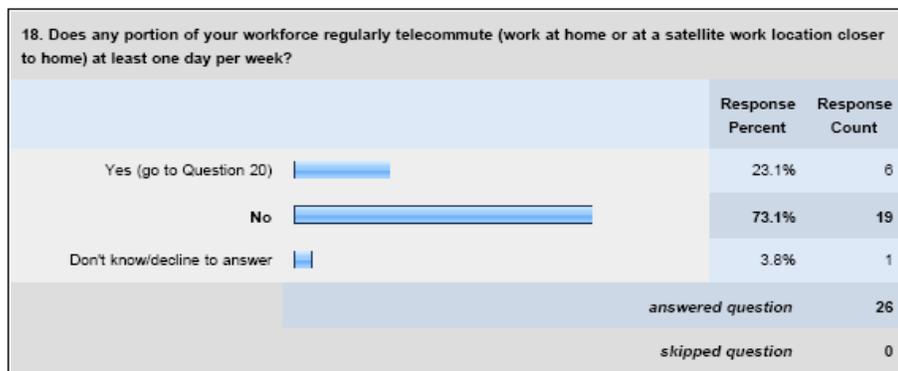
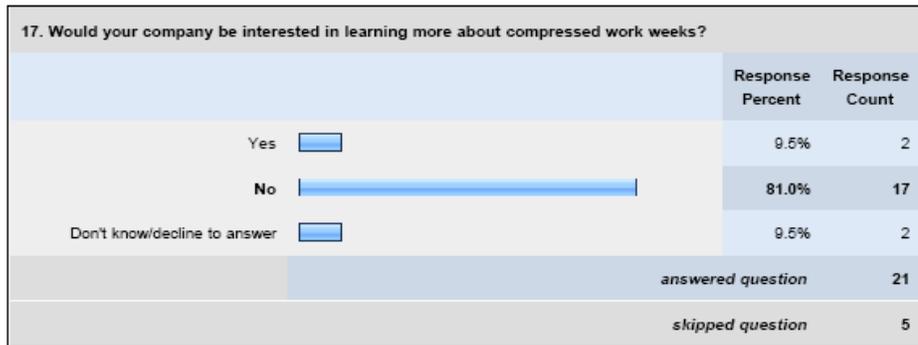
12. Does your company offer staggered work hours where employees are assigned different hours to start and end?

	Response Percent	Response Count
Yes (go to Question 14)	53.8%	14
No	46.2%	12
Don't know/decline to answer	0.0%	0
<i>answered question</i>		26
<i>skipped question</i>		0

TMA Feasibility Study for Southwest Will County, Illinois



TMA Feasibility Study for Southwest Will County, Illinois



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21. Do your employees pay for parking or is it offered for free?

	Response Percent	Response Count
Pay	0.0%	0
Free (go to Question 23)	96.2%	25
Don't know/decline to answer	3.8%	1
<i>answered question</i>		26
<i>skipped question</i>		0

22. Does your company pay any portion of parking costs for its employees?

	Response Percent	Response Count
Yes	33.3%	1
No	33.3%	1
Don't know/decline to answer	33.3%	1
<i>answered question</i>		3
<i>skipped question</i>		23

23. Does public transportation service come within walking distance (approx. 1/4 mile) of your work location?

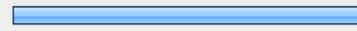
	Response Percent	Response Count
Yes	19.2%	5
No (go to Question 25)	73.1%	19
Don't know/decline to answer	7.7%	2
<i>answered question</i>		26
<i>skipped question</i>		0

24. What kind of public transportation is available?

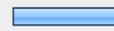
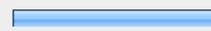
	Response Percent	Response Count
Bus only	14.3%	1
Rail only	0.0%	0
Both bus and rail	57.1%	4
Don't know/decline to answer	28.8%	2
<i>answered question</i>		7
<i>skipped question</i>		19

TMA Feasibility Study for Southwest Will County, Illinois

25. Does your company currently have a rideshare program? (Ridesharing includes carpool and vanpool options.)

	Response Percent	Response Count
Yes (go to Question 27) 	7.7%	2
No 	88.5%	23
Don't know/decline to answer 	3.8%	1
answered question		26
skipped question		0

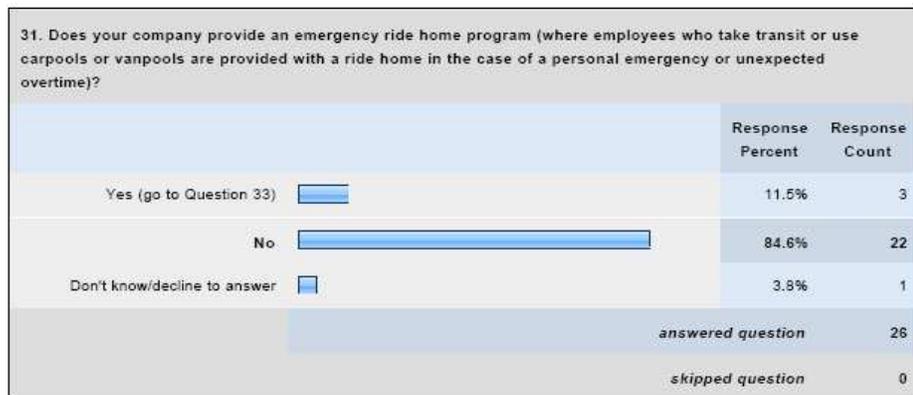
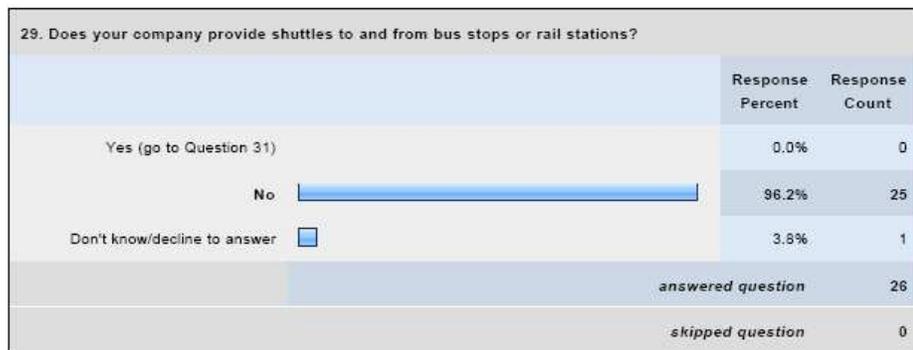
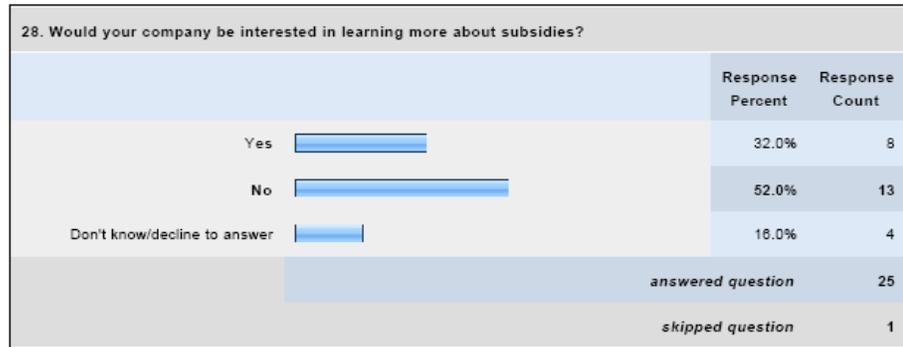
26. Would your company be interested in learning more about rideshare programs?

	Response Percent	Response Count
Yes 	26.1%	6
No 	52.2%	12
Don't know/decline to answer 	21.7%	5
answered question		23
skipped question		3

27. Does your company offer employees any of these subsidies to reduce single occupancy vehicles (SOV)? Select more than one, if necessary.

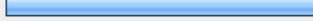
	Response Percent	Response Count
Allow for pretax payroll deductions under IRS Tax Code Section 132(f) 	3.8%	1
Subsidize "empty seats" in the regional vanpool program 	3.8%	1
Provide cash payments or other incentives to carpool participants	0.0%	0
Offer free or discounted transit passes 	3.8%	1
Offer indirect incentives such as bicycle equipment, paid time off, or discount coupons	0.0%	0
None of the above 	80.8%	21
Don't know/decline to answer 	11.5%	3
answered question		26
skipped question		0

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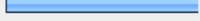
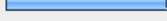
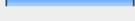


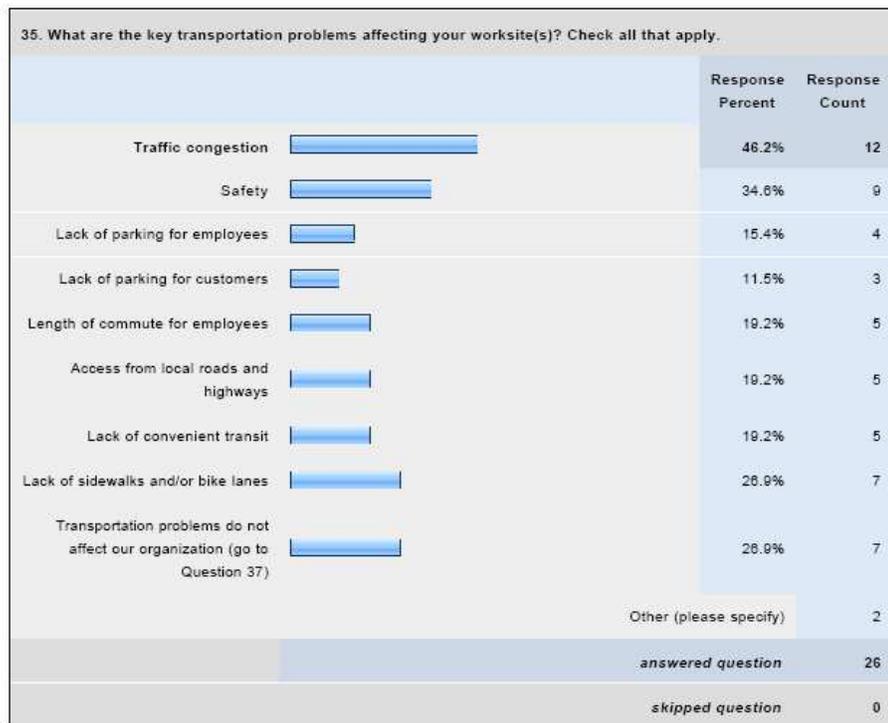
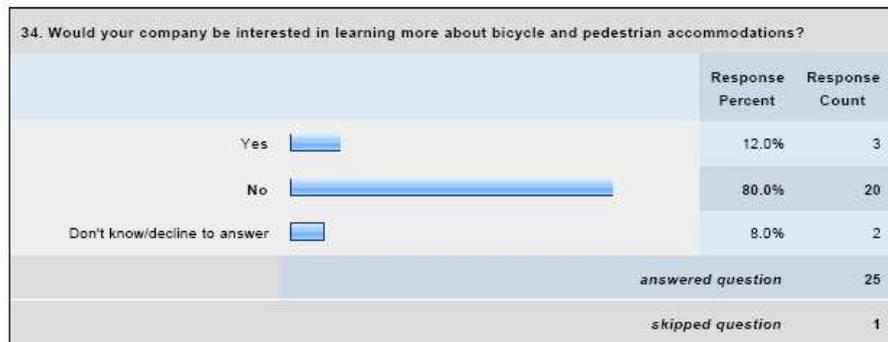
TMA Feasibility Study for Southwest Will County, Illinois

32. Would your company be interested in learning more about emergency ride home programs?

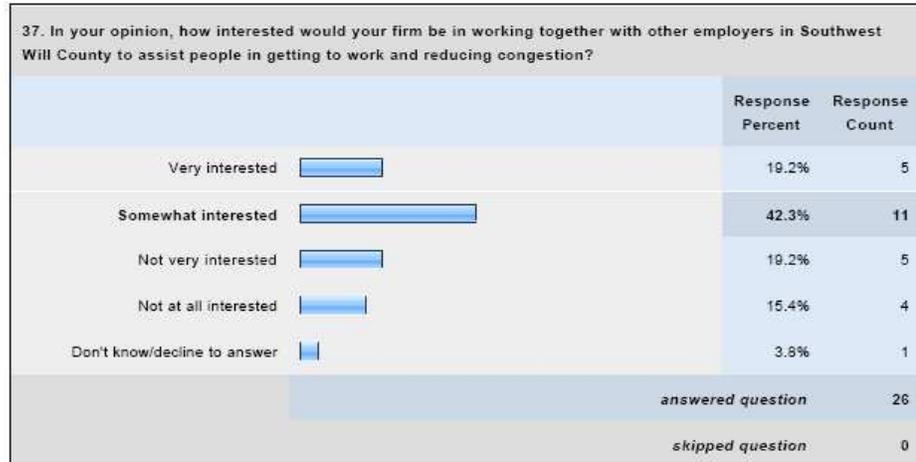
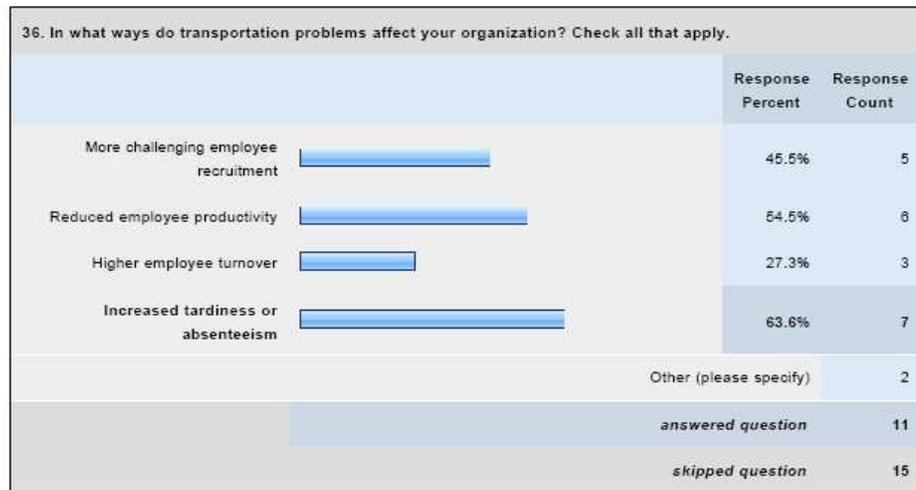
	Response Percent	Response Count
Yes 	16.7%	4
No 	75.0%	18
Don't know/decline to answer 	8.3%	2
answered question		24
skipped question		2

33. Do you provide any of the following facilities for employees who walk or bike to work? Select more than one, if necessary.

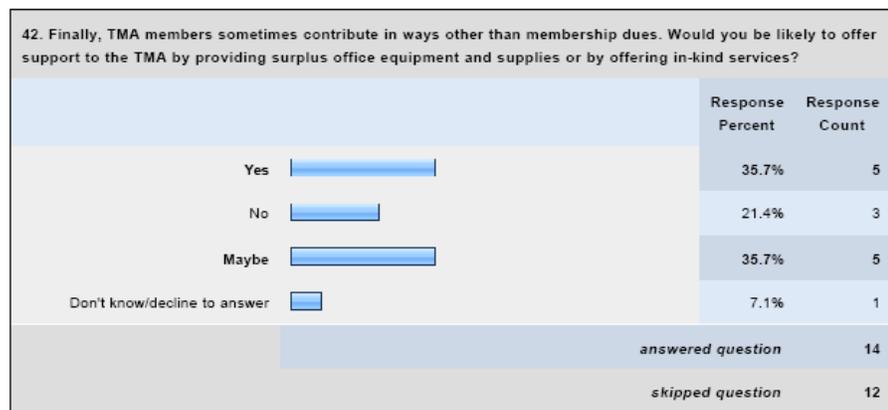
	Response Percent	Response Count
Bike storage racks 	23.1%	6
Pathways 	11.5%	3
Showers 	46.2%	12
Lockers 	38.5%	10
None of the above 	30.8%	8
Don't know/decline to answer 	7.7%	2
answered question		26
skipped question		0



TMA Feasibility Study for Southwest Will County, Illinois



TMA Feasibility Study for Southwest Will County, Illinois



Appendix E:
Study Oversight Committee Members

Study Oversight Committee Members

Chicago Metropolitan Agency for Planning – Tyson Warner

Joliet Arsenal Development Authority - Richard Kwasneski, Walter Strawn,
Cherie Belom

Metra – Virginia Chandler, Catherine Kannenberg, David Kralik

Pace – Barbara Ladner

Regional Transportation Authority – Jay Ciavarella, Mary Kramer, William
Lenski

Will County Center for Economic Development - Alicia Hanlon

Will County Government – Jamy Lyne

Will County Governmental League – Steven Quigley, Hugh O'Hara

Appendix F:
TMA Feasibility Group Members

TMA Feasibility Group Members

Burlington Northern Santa Fe Logistics Park – Eric Pitcher*

Caterpillar – Rebecca Schwartz

CenterPoint Properties – Eric Gilbert

Chicagoland Speedway – Craig Rust

Chicago Metropolitan Agency for Planning – John O’Neal

City of Joliet – Kendall Jackson

Empress Casino – Maggie Deering

EXXON Mobil Refinery – Tricia Simpson*

Illinois Department of Transportation – Mel Mangoba, Susan Palmer, Tom Slattery

Joliet Arsenal Development Authority - Richard Kwasneski

Metra – David Kralik

Midwin National Tallgrass Prairie - Wade Spang

Pace – Barbara Ladner

Stepan Company – Wendall Hawkins

Three Rivers Construction Alliance – Thomas White*

Union Pacific Railroad – Tom Zapler

Will County Center for Economic Development – Alicia Hanlon

Will County Governmental League - Hugh O’Hara

Will County Government – Jamy Lyne

Workforce Investment Board of Will County – Pat Fera*

* Invited Member

