

Appendix B
Multi-Modal Access Plan
FOR THE
DEPARTMENT OF HOMELAND SECURITY
Pursuant to E.O. 13693, Planning for Federal Sustainability in the Next Decade

5.20.16

OVERVIEW

Executive Order (E.O.) 13693, *Planning for Federal Sustainability in the Next Decade*, Section 7(f), requires the Department of Homeland Security (DHS) to consider the development of policies to promote sustainable commuting and work-related travel practices for Federal employees through strategies like workplace electric vehicle charging, bicycling and other forms of active commuting, increased telecommuting and teleconferencing, and incentivizing van/carpooling and the use of public transportation where consistent with agency authority, Federal appropriations and other law. DHS effectively develops and implements such strategies through this Multimodal Access Plan (MAP) and other departmental and regional plans such as Master Plans in the National Capital Region (NCR), the DHS Telework Enhancement Plan and the DHS Commute Trip Reduction Integration Team Charter. DHS is also in a position to utilize local area plans such as that of the Washington Metropolitan Area Transit Authority (WMATA) and to partner with other agencies such as the General Services Administration (GSA) to fulfill transportation and access plans.

To the extent possible, DHS has utilized the template OMB provided and includes summaries of forms of sustainable commuting and workplace travel strategies including:

- I. Workplace Charging
- II. Bicycling and other forms of Active Commuting
- III. Telecommuting and Teleconferencing Expansion
- IV. Carpooling and the use of Public Transportation

BACKGROUND

The Department of Homeland Security secures the nation from the many threats we face. This requires the dedication of more than 200,000 employees. These employees are generally part of our major operating components, as well as smaller support and headquarters level components. This includes:

- Federal Emergency Management Agency (FEMA);
- Federal Law Enforcement Training Center (FLETC);
- Transportation Security Administration (TSA);

- U.S. Citizenship and Immigration Services (USCIS);
- U.S. Coast Guard (USCG);
- U.S. Customs and Border Protection (CBP);
- U.S. Immigration and Customs Enforcement(ICE); and
- U.S. Secret Service (USSS).

As stated in the DHS Strategic Sustainability Performance Plan (SSPP), DHS is committed to enhancing sustainable commuting options for its employees. DHS continues to promote sustainable commuting at all of its facilities and throughout our mission space. A reduction in DHS’ Scope 3 emission depends on this commitment.

STRATEGY

In accordance with Executive Order 13693, DHS will review current policies to promote sustainable commuting and work-related travel practices for Federal employees that foster workplace vehicle charging, encourage telecommuting, teleconferencing, and rideshare and the use of public transportation, where consistent with agency authority and Federal appropriations law. DHS intends to encourage all sustainable commuting options as there is no “one size fits all” solution for all employees.

DHS employees are serve domestically and internationally, at headquarters and field units, shoreside and afloat. For the purpose of this Multimodal Access Plan, DHS will account for and plan for the largest agglomeration presence in its major metropolitan area of Washington DC. Washington DC makes up approximately 12% of DHS federal work force. DHS most populous locations are in Boston, Miami, New York, Philadelphia, Los Angeles, San Francisco, Chicago, New Orleans and Dallas. These locations **combined** however only account for less than 8% of the total DHS federal employees.

In the DC metro area, public transportation, walking and biking are already common, and will become more common as DC improves walking and biking routes. Additionally, DHS, in partnership with GSA, is in the process of unifying our core headquarters facilities with those of our operating Components. This consolidation will be located at the St. Elizabeths Campus in Southeast DC. Therefore, DHS will focus this Multimodal Access Plan (MAP) for its commuters in the Washington, D.C. metropolitan area. Due to the substantial nature of the DHSs consolidation efforts, this MAP will focus primarily on the Nebraska Avenue Complex (NAC) and the St Elizabeths Campus.

DHS notes that the National Capital Planning Commission (NCPC) requires a specific process be followed by Federal agencies undertaking any project that will increase the employment level on a worksite to 100 or more employees (including existing and proposed employees) within the NCR:

- Consult at an early date with the NCPC, local governments and regional agencies about applicable policies and guidelines;

- Consult with affected local planning and transportation officials to identify current plans and develop eventual improvements and transportation management mitigation programs that may be needed;
- Prepare a Transportation Management Plan (TMP) as part of the agency's planning submission to NCPC; and
- Be prepared to make the necessary commitments to implement the TMP, including participation in the funding of construction of off-site improvements.

This means that DHS relies heavily on information from the Master Plan and TMP for the St Elizabeths Campus and the NAC to complete this MAP. The TMP and all associated transportation plans and transportation demand strategies for St Elizabeths Campus are summarized in Table 1 and are also available under the Master Plan heading at [St. Elizabeths Development](#).

The draft TMP for the NAC is available at [the General Services Administration's website](#).

From its inception, DHS was dispersed all around the National Capital Region. Based on DHS' housing needs, in 2008, GSA determined that the redevelopment of St. Elizabeths West Campus was the only reasonable alternative for DHS's housing needs. GSA determined that St Elizabeths provides secure office space to house the amount of space that DHS needed. The build-out and occupancy of St. Elizabeths continues to this day and will ultimately provide space for a daily average of over 12,800 employees. Most substantially, the United States Coast Guard Headquarters relocated to St Elizabeths in 2013. Additional components of DHS are expected to continue relocating to St Elizabeths for the next 8 years. The Master Plan for St Elizabeths includes a TMP that details DHS and GSAs considerations for multimodal access to and within the St Elizabeths Campus. DHS actively assesses the USCG personnel commuting patterns and inputs.

As part of the TMP's Transportation Demand Management strategies, DHS initiated a Commute Trip Reduction Plan that intends to provide options to DHS employees in the NCR and thus help the Department meet its greenhouse gas (GHG) emission reduction goals. DHS HQ and Component employees currently commute to work using whatever means they prefer (e.g., driving alone in a personal vehicle, mass transit, bicycling). DHS currently funds the transit subsidy to the maximum amount permitted for the Federal Government overall, which promotes a more sustainable method of commuting. DHS supports and encourages telework where appropriate, which eliminates the need to commute entirely on a given day. Typically, DHS does not impose controls on specific office locations about the number of parking spaces that the government leases for employee use (at no cost to the employee) or whether such spaces be designated for carpool parking on a priority basis. DHS, likewise, does not actively promote carpooling or provide centralized coordination of commuter-related services. Leases on more than half of the DHS-occupied space in the NCR will expire within the next few years. In advance of lease expirations, it is also an opportunity to proactively manage the transportation impacts of DHS employees in the region, as reflected most significantly in the TMP for the St. Elizabeths Campus.

Through space consolidation, targeted location selection, appropriate amenities (e.g., parking and on-site showers for bicycle commuters), and access to robust commuter options, DHS has the opportunity to significantly reduce employee-related GHG emissions in the NCR.

I. Agency Workplace Charging Plan

The Multimodal Access Plan implementing instructions for E.O. 13693 call for agencies to consider planning for appropriate workplace charging. Forthcoming Council on Environmental Quality (CEQ) guidance on workplace charging provisions of the Fixing America's Surface Transportation (FAST) Act will provide agencies a framework for providing and being reimbursed for workplace charging used by Federal employees and authorized users for their privately owned electric vehicles. However, *the infrastructure for such charging must first be established*. Thus, for this MAP, DHS must assume a synchronous relationship amongst the agency fleet, the agency infrastructure and personnel vehicles.

DHS utilizes a variety of vehicles to accomplish its mission. Sedans represent a large portion of the Department's mobile assets, and also present an opportunity to begin incorporating Battery Electric Vehicles (BEVs) and Plug in Hybrid Electric Vehicles (PHEVs). Currently, DHS has only 9 EVs in its total fleet. Six of the EVs are PHEVs and three are BEVs. Only 3 of the PHEVs are located in the NCR. As such, DHS has no infrastructure established that support those vehicles but is planning to increase this number. This will simultaneously reduce operating costs, GHG emissions, and energy consumption.

DHS has very different requirements for sedans supporting administrative tasks and those supporting law enforcement tasks. DHS acknowledges the importance of maintaining its ability to meet mission requirements while incorporating sustainable and cost-effective technologies into its standard operating procedures. DHS has a strategy that focused on the implementation of BEVs.

DHS has set a goal to include thousands of electric sedans into its fleet by the end of 2019. By working with the GSA, DHS will begin by selecting electric vehicles for administrative purposes as part of the regular asset replacement process. This will allow the Department to develop the necessary charging infrastructure at a reasonable rate.

DHS will simultaneously work to incorporate electric vehicles in the administrative fleet vehicles while working with law enforcement organizations to identify opportunities to electrify portions of the law enforcement fleet. A significant portion of this effort will be working directly with law enforcement organizations and vehicle operators to test a variety of applications. Successful implementation of any electric vehicle fleet must be tied to a corresponding infrastructure for charging the vehicles. Currently DHS has no on-site charging stations. However, it can be assumed that most private vehicles that are

also PHEVs would be compatible with Level 1 charging, and, would therefore not necessarily need an actual charging station but rather a designated plug-in spot.

With the increasing market adoption of BEVs there is a need for electric vehicle supply equipment, commonly referred to as charging stations. There are three types of charging stations that are widely used in the United States; DHS would likely utilize a combination of these types of charging methods:

Level 1

- 120 Volts Alternating Current (VAC), 15 or 20 Amp (A) circuit based on the standard U.S. home outlet;
- Will take the longest time – 8 to 10 hour typical re-charge;
- Provides approximately 4.5 miles range per hour of charging;
- Least expensive to install. Uses amount of power similar to a hair dryer or microwave;
- Suited for low-speed NEVs and some PHEVs with short electric-only range; may also be well suited for locations where a PHEV will be parked for extended periods (overnight/days/weeks) and locations to which PHEVs commute from a short distance; and
- A good fit for some workplace charging scenarios (where vehicles are often parked overnight) depending on employee driving behaviors.

Level 2

- 208/240 VAC, 80 A maximum current (100 A circuit);
- Uses amount of power similar to large appliances, such as air conditioners or clothes dryers;
- Requires 2 to 3 hour typical re-charge;
- Provides approximately 26 miles range per hour of charging; and
- A good fit for workplace charging scenarios where most employees have longer commutes and/or use their vehicles periodically throughout the work day.

DC Fast Charge

- 480 Volts Direct Current (VDC), 100 A (and up) fast charge;
- 80% charge in approximately 30 minutes;
- Provides up to 40 miles range per 10 minutes of charging; and
- Access to DC Fast Charging stations would be important for some law enforcement operations.

There are multiple options for locating electric vehicle charging stations at DHS locations to support the mission. It is important to note that, according to the Department of Energy's Alternative Fuels Data Center website, there are more than 13,000 electric

charging stations and more than 32,000 charging outlets in the United States¹ (see *Figure 1, US Charging Stations* below).

Currently, there is no employee outreach; however, DHS expects that as the St. Elizabeths campus continues to be developed and occupancy increases, outreach would be appropriate and effective. As part of its cooperative efforts with GSA in the consolidation of DHS headquarters, a method for on-going outreach and survey work that would continually assess employee interest in EVs and the need for charging infrastructure may be appropriate.

Providing workplace charging of personal EVs is a new consideration for DHS and would require substantial coordination with GSA. EV charging considerations were removed from GSAs plans at the St Elizabeth Campus. Currently, there is a small employee demand within the Department. This demand information is based on random employee inquiries rather than quantifiable data. Until a survey includes specific questions regarding employee demand and views on EVs and until such an assessment can be coordinated with GSAs build plans for the campus, DHS can only attempt to initiate and direct an incentive plan on a preliminary and general basis. DHS can commit to review the legal authority and departmental policies and guidance, as appropriate.

Roles and Responsibilities of Key Agency Personnel

Because infrastructure and real and personal property is so closely linked to DHS efforts towards EVs there are numerous roles and responsibilities that must be coordinated. This includes the

- *DHS Senior Sustainability Officer*
- *DHS Sustainability and Environmental Programs Energy Program Manager*
- *DHS Facilities and Operations Support*
 - *DHS Fleet Manager*
 - *DHS Transportation Coordinator*
 - *DHS Personal Property Manager*
 - *Multiple DHS and GSA Parking Facility Managers (collateral)*

DHS Transportation Coordinator will:

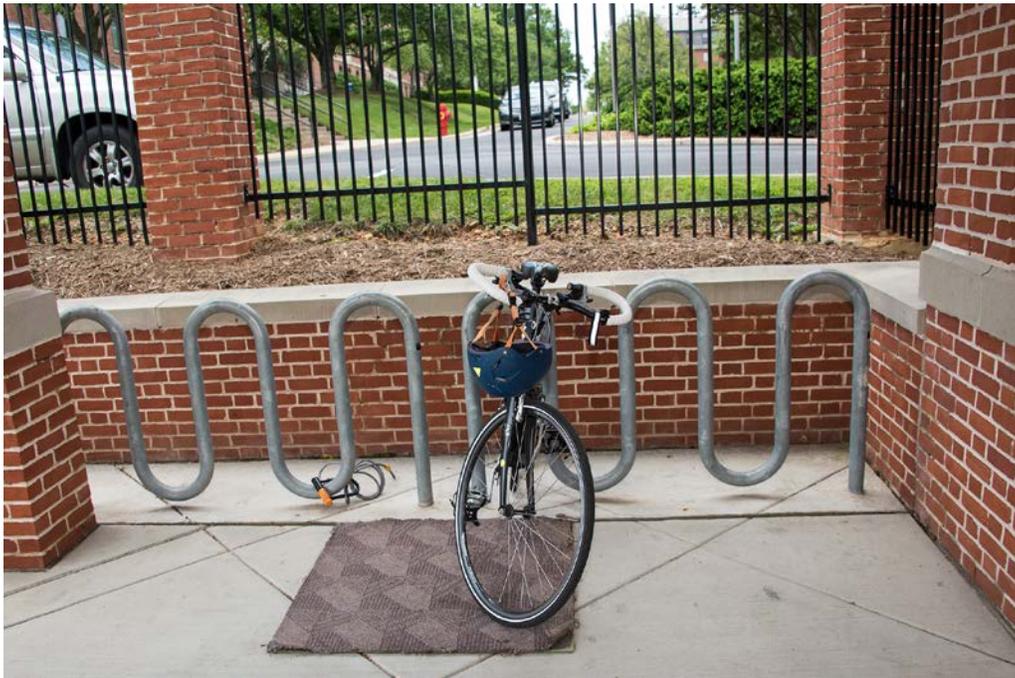
- Evaluate the existing availability and demand for workplace charging of personal EVs at its sites; and
- Reach out to CEQ and the Department of Energy's Office of Energy Efficiency and Renewable Energy for technical assistance in developing and implementing a policy to support workplace charging as appropriate.

¹[Department of Energy's Alternative Fuels Data Center](#), Accessed April 14, 2016.

II. Agency Bicycling and Active Commuter Program

The MAP implementing instructions for E.O. 13693 call for agencies to consider recommendations from the revised Interagency Task Force on Bicycling and Active Transportation report and to offer employees reimbursement for bicycling under the Qualified Transportation Fringe Benefits tax provision. Establishing an agency Bicycling and Active Commuter Program (BACP) is a good way for DHS to address task force recommendations and implement tax and other incentives for Federal employees and agency visitors. A successful BACP can also be an effective means of reducing an agency's Scope 3 emissions, and for improving the quality of work and life experiences for Federal employees and a Federal agency's visitors.

DHS is an active supporter of bicycle commuting. Within the NCR, DHS looks to the District of Columbia Bicycle Master Plan, from which there are currently several bikeways within the St Elizabeths Consolidated Campus. There is a signed bicycle route that runs along Howard Road from east of MLK, Avenue to Poplar Point. There are also two multi-use trails, one along Suitland Parkway and the other along South Capitol Street north of Firth Sterling Avenue. At the NAC, there are numerous bike racks and facilities for employees to shower.



Bike racks at the DHS Nebraska Avenue Complex (NAC)

DHS takes the safety of its personnel as the utmost importance. DHS notes that, as part of an employee travel survey, DHS personnel were asked “If you currently do not plan to walk or ride a bicycle to work in the future, what would encourage you to walk or ride a bicycle”, 14% of DHS employees expressed a concern about personal safety along

bicycle trails in the Anacostia Neighborhood. Nonetheless, and also of particular note, the USCG has an active bicycling community. While it is difficult to know with certainty the exact reason for this, it is possible that biking enables military members to meet requirements for the physical fitness program testing; this would make the biking in and of itself, its own incentive.

The DHS Transportation Coordinator is responsible for actively pursuing strategies and on-going management of a bicycling program.

The Capital Bike Share Program has expanded substantially in recent years. DHS will educate its employees of such programs and will also educate employees that they may qualify for fringe benefits. In 2008, Congress authorized the *TRANSPORTATION FRINGE BENEFIT TO BICYCLE COMMUTERS* section of HR 1424 (Section 211). This law, introduced under the Emergency Economic Stabilization Act of 2008 (P.L. 110-343), authorizes agencies to offer a bicycle commuting subsidy, up to \$20 per month, to eligible Federal employees - as long as they do not receive any other form of commuting subsidy. In August 2009, the Government Accountability Office issued a concurrence decision that Federal agencies could provide the bicycle commuter benefit. In order for a Federal employee (as defined by 5 U.S.C. Section 2105) to participate in this program they (a) may not receive any other form of commuter subsidy such as metro transit, van pool/carpool, and parking subsidies and (b) must commute by bicycle for a substantial portion of the travel between the employee's residence and workplace. DHS's employee transportation manager is responsible for reviewing the applicability of this subsidy and how to track it.

III. Agency Telecommuting and Teleconferencing Expansion Plan

DHS promotes telework as an effective strategy for accomplishing the DHS mission and maximizing government operations during emergencies; recruiting and retaining talent; enabling employees to better manage their work and family/life obligations; and achieving cost savings for both the Department and employees. Telework can also benefit the environment by decreasing energy consumption, traffic congestion, and pollution. As a specific example, FEMA significantly reduced office leases by consolidating most of its headquarters employees from previously leased space to its headquarters building. This resulted in savings of millions of dollars in leasing costs by expanding participation in telework and implementing desk-sharing.

It is DHS policy to make telework available to eligible employees to the maximum extent possible without diminished employee performance or agency operations. Currently, just under 30% of all DHS personnel are eligible to telework and, in 2015, 15% of DHS personnel actually teleworked. This represents a substantial increase in telework than in previous years.

For DHS, Continuity of Operations is also of utmost importance. Telework is an integral part of DHS plans for continuing operations during all emergencies and events, including pandemic health crises, localized acts of nature, accidents, technology-related emergencies, and natural or man-made disasters. During any period that DHS is operating under a continuity of operations plan, the COOP plan supersedes the telework plan, however, the telework plan is viewed as complimentary to DHS COOP plan.

Telework participation is not an employee entitlement or right. Telework is an additional method that management may utilize to accomplish work; therefore, telework participation is within the discretion of management, consistent with DHS and Component telework policies. Telework is actively managed by the DHS Office of the Chief Human Capital Officer and is reported in the DHS official Time and Attendance system.

IV. Agency Carpooling and Transit Plan

The Multimodal Access Plan implementing instructions for E.O. 13693 call for agencies to consider new strategies to incentivize carpooling and the use of public transportation to and from Federal facilities including for vehicle and bicycle sharing programs. A Carpooling and Transit Expansion Plan (CTEP) can help an agencies succeed in doing this. A CTEP can also be an effective means of reducing an agency's Scope 3 emissions, and for improving the quality of work and life experiences for Federal employees and visitors of Federal agencies. The instructions state that agencies can also consider other elements and examples that best fit their needs. The GSA/DHS TMP does just that. The TMP addresses existing and proposed site access and roadways networks, vehicular circulation, transit and pedestrian facilities, planned developments and improvements (i.e. Roadway, Transit, and Pedestrian) as well as intersection capacity analysis. The following is a synopsis of relevant highlights of the TMP for this MAP.

Table 1 contains the specific objectives of the strategies that DHS will review and implement as appropriate. The DHS Transportation Coordinator is responsible for such a review and implementation.

Transit Strategy

In and around the NCR, The Washington Metropolitan Area Transit Authority (WMATA) provides transit service via Metrorail and Metrobus. Additionally, the OmniRide Commuter Bus, Loudon County Connector, Fairfax Connector and other local initiatives provide access to major business areas in Washington DC. There are numerous stops in the St Elizabeths area along Malcolm X Avenue near Joint Base Anacostia Bolling (JBAB) that DHS employees can access. DHS currently funds the transit subsidy to the maximum amount permitted for the Federal Government overall, which promotes a more sustainable method of commuting rather than driving alone to work but at a cost of more than \$5 million annually for DHS HQ alone. Between 2008

and 2015, DHS doubled the number of participants that enrolled to receive transit benefits from 1600 participants to over 3200 participants.

Metrobus

Metrobus routes provide local service throughout the immediate St Elizabeths community and also provide connections to downtown at Pennsylvania Avenue and 10th Street. Figure 3.3 shows the bus routes within the study area. Table 3.2 provides Metrobus route origin-destination information. The A2, A4, A5, A6, A7, A8, A42, A46, A48, W2 and W3 bus routes all make stops on Martin Luther King Jr. Avenue in front of the campus main gate (see Metrobus stop locations on Figure 3.4). The P18, W4, and W14 bus routes run along Firth Sterling Avenue providing access to the Anacostia Metro Station.



Metrobus and pedestrian access from St Elizabeths Campus

Metrorail

There are two Metrorail stations near the St. Elizabeths Campus --the Anacostia and Congress Heights stations-- both on the Green line. The Anacostia Metrorail station is located at the intersection of Howard Road and Firth Sterling Avenue approximately 0.5 miles away from the closest West Campus gate - Gate 1. The walk-time from the Anacostia Metrorail Station to the campus ranges from 10 to 18 minutes (depending on gate location). It should also be noted that the walk from Anacostia Station to the

campus is a 4% uphill grade. The Congress Heights Metrorail station is located on Alabama Avenue and is approximately 0.7 miles away from the St. Elizabeths West Campus (Gate 3). Pedestrian access is provided through a walkway directly from Congress Heights Metrorail Station to the St. Elizabeths East Campus. Distance and walking times (from Congress Heights Metrorail station) are based on the route through the East Campus. Figure 3.5 shows the Metrorail station locations and the respective walking time to each St Elizabeths West Campus gate. The walk from the Congress Heights station ranges from 14 to 22 minutes (depending on gate location). NOTE: Additional walking time of three to five minutes would be required to get from the gate to the office buildings on campus.

Planned Transit Projects

The Anacostia Streetcar Project would be constructed by the District of Columbia Department of Transportation (DDOT). Ultimately, this project will provide light rail transportation from South Capitol Street to Pennsylvania Avenue in Southeast, Washington, D.C. The Streetcar project would operate with 15 minute frequency during peak periods. It will then transition onto the existing curb lanes along Firth Sterling Avenue between JBAB and Anacostia Metrorail station Metro Extra, a rapid bus service, is planned to begin on MLK Avenue in the near future. Metro Extra would provide faster service along the corridor with fewer stops. The MLK Avenue corridor has been identified by DDOT as a Great Street.

The *Great Streets* project in DC proposes infrastructure and streetscape improvements in the historic Anacostia neighborhood are intended to help revitalize MLK Avenue by improving the public space and enhancing all modes of transportation, including pedestrian, vehicular and public transit, as part of an overall effort to promote and enhance economic development along the avenue. There are currently no specific plans for MLK Avenue sidewalks or other improvements adjacent to the St. Elizabeths East or West Campus.

Carpools and Vanpools

Carpools and vanpools are one of the main ways DHS can reduce single occupancy vehicles. DHS uses GSA's definition for carpool and vanpools:

Carpool" means a group of two or more people regularly using a motor vehicle for transportation to and from work on a continuing basis.

"Vanpool" means a group of at least 8 persons using a passenger van or a commuter bus designed to carry 10 or more passengers. Such a vehicle must be used for transportation to and from work in a single daily round trip.

DHS intends to incentivize ridesharing through the use of carpools and vanpools by leveraging the 1:4 parking ratio (one space per every four employees as approved in the

Master Plan) at St Elizabeths. Table 1 details the plans for the DHS employee transportation manager.

One of the benefits to having such a large population of employees relocate to a common location is the opportunity to maximize on carpool and vanpool options provided by the new centralized work location. Whereas before, it may not have been convenient for employees in differing divisions of the agency to carpool or vanpool given different work destinations, the new arrangement will likely offer a wider range of potential ridesharing opportunities between employees.

Table 1
National Capital Region
Transportation Demand Management (TDM) Strategies

Category	Strategy	Description/Responsibilities	Expected Benefit (% employees)	Action Items
General	Employee Transportation Coordinator	<ul style="list-style-type: none"> – ETC would have a known office on campus and will be responsible for implementing, marketing and monitoring the TMP. – Responsibilities include (but are not limited to): – Regional Planning and Transportation Agency Coordination- The ETC will work with regional planning and transportation agencies that have the overall responsibility to develop an integrated approach to make the use of public transportation more cost effective, more convenient, more reliable and safer. – Policy Development - For the TDM strategies outlined herein to be successful, the regional planning and transportation agencies must focus on policy development that addresses the barriers to public transportation use and work to make the product better. Initiate dialog and solicit support, and drive policy change to maintain TMP goals and objectives. – Branding - Develop agency specific brand/logo for use in promoting commuter program to employees, visitors and general public 	100%	<ul style="list-style-type: none"> • Hire ETC • Initiate contact with regional planning and transportation agencies • Develop branding and marketing plan • Develop incentive/reward/health and safety programs for healthy commuting • Develop Contractor Parking Policy • Develop Visitor Parking Policy • Develop Employee Parking Policy • Initiate contact with WMATA regarding route coordination • Develop walking/biking information and walking/biking route maps • Develop Employee Phased Occupation Transition Plan • Administer Parking Policy • Administer AWS (alternative work schedule) policy • Administer Tele-working policy • Administer Compressed Work-

Category	Strategy	Description/Responsibilities	Expected Benefit (% employees)	Action Items
		<ul style="list-style-type: none"> <li data-bbox="646 334 1220 391">– Advertise and market program to employees and visitors <li data-bbox="646 428 1146 485">– Develop new conditions and incentives to encourage change in travel behavior. <li data-bbox="646 522 1220 792">– Coordinate DHS policy initiatives to encourage contractor compliance with TMP goals and objectives. Consider qualifications based selection changes to include some measure of compliance with TMP mode split goals. At a minimum, develop a plan to contain all contractor parking on site, rather than within the surrounding neighborhoods. Contractor parking on-site is expected to be extremely limited. <li data-bbox="646 829 1220 1008">– Commuter Bus Coordination –ETC will work with commuter bus companies to provide new commuter bus stops/connections with DHS and to expand existing or establish new park and ride facilities serviced in cooperation with one of the regional commuter bus services. <li data-bbox="646 1045 1209 1135">– Coordinate work with WMATA to determine if changes in routes or stops could improve direct service to the campus. <li data-bbox="646 1172 1199 1261">– Coordinate visitor parking initiatives to encourage use of transit/non-automobile based travel to DHS <li data-bbox="646 1299 1178 1356">– Distribute bicycle Information – ETC would provide maps identifying bike routes. <li data-bbox="646 1356 1192 1380">– Develop Employee Transition Phasing Plan to 		<p data-bbox="1524 334 1772 358">week/Flex-time Policy</p> <ul style="list-style-type: none"> <li data-bbox="1478 367 1877 423">• Draft and conduct Evaluation Survey(s) for TMP effectiveness <li data-bbox="1478 431 1892 521">• Develop new employee transportation services orientation program <li data-bbox="1478 529 1892 618">• Initiate internal shuttle equipment procurement and operator selection process <li data-bbox="1478 626 1829 716">• Coordinate external shuttle equipment procurement and operator selection process

Category	Strategy	Description/Responsibilities	Expected Benefit (% employees)	Action Items
		<p>coordinate transportation services parking transition between phases as more employees occupy the campus, and available parking is reduced</p> <ul style="list-style-type: none"> - Periodic survey of employee satisfaction with TMP provisions and to solicit feedback and suggestions on means to improve commute options for employees; implement new/revised strategies as required. - Monitor implementation of TMP and periodic review of key measures of success for TMP. - TMP Updates – minimum of every two years to reflect the most current employee information - Develop and administer a New Employee Transportation Orientation Program – the ETC will develop a presentation or training to be provided in conjunction with new employee orientation to provide information on the employee transportation requirements, and options available to new employees - Manage Transit Subsidy program - Manage Parking Program - Start-up and manage internal shuttle service, including pre-service equipment procurement and operator selection - Coordinate transportation elements of AWS 		

Category	Strategy	Description/Responsibilities	Expected Benefit (% employees)	Action Items
		<p>Program</p> <ul style="list-style-type: none"> - Develop new conditions and incentives to encourage change in travel behavior to meet and exceed TMP goals. 		
General	DHS Commuter Coordination Center	<p>DHS program/office with supporting staff will be developed to provide the following functions/services:</p> <ul style="list-style-type: none"> - DHS Specific Commuter Connections Application (As a resource for commuting options, Commuter Connections is a regional network of transportation organizations coordinated by the MWCOG). - Guaranteed Ride Home - A program to encourage employees to enroll with Metropolitan Washington Council of Government's (MWCOG) free Commuter Connections Guaranteed Ride Home program. - Computerized ride matching for carpools and vanpools - Prepare customized trip plan, for each commuter, upon request, based on location of residence and commute mode options. - Maintain data base of employees who utilize AWS. - For compressed work week, create/modify application and approval process to balance number of employees across all days of week. - Commuter Store - Web based, agency only access electronic payment systems, commuter information <p>Link to Commuter Connections website or information</p>		

Category	Strategy	Description/Responsibilities	Expected Benefit (% employees)	Action Items
		kiosks throughout the Metropolitan Washington region. Commuters can register for services like carpool or vanpool match-lists and Guaranteed Ride Home through using easy to use touch screen interface or website application.		
General	Site Services and Amenities	DHS will provide the following amenities on-site: barber/beauty shop, cafeteria, child care center, cleaner, credit union, fitness center and health center. Having these amenities at employees work location will allow for greater participation in carpooling and transit programs. Amenities will also help to reduce mid-day trips.		
General	Amenities	Internal shuttle service –provide internal shuttle service to connect parking facilities and entrances to internal buildings.	100%	
General	Program Management	Transportation demand Management/TMP Program Management Consultant to Manage TMP Program phased relocation of DHS offices and a short term maintenance period upon full occupancy. Intent to provide support services and cooperative training of ETC to facilitate transition of ETC responsibilities upon completion of maintenance period.	100%	<ul style="list-style-type: none"> • Develop procurement strategy and specifications for equipment • Develop operating plan, service parameters, and operator agreement • Solicit LOIs from prospective equipment and service providers • Select equipment and service provider

Category	Strategy	Description/Responsibilities	Expected Benefit (% employees)	Action Items
General	Incentive Program	DHS will establish an incentive/reward/health and safety programs for healthy commuting participation and/or alternative mode choice (non-auto).	100%	<ul style="list-style-type: none"> • Develop SOW and Solicit LOI from prospective consultants • Interview and select consultant
General	Incidental Use Parking	Reserved special conditions parking –metered or by paid permit - reserved spaces for last minute needs – issued via application process for extreme circumstances.	100%	<ul style="list-style-type: none"> • Develop program and policies to facilitate program
Mode Choice	Parking Management & Carpooling/Vanpooling	Preferred carpool/vanpool parking spaces – carpool/vanpool spaces will be located in the most convenient locations on campus and/or Preferred time of day parking spaces – preferred parking spaces allocated for those arriving during off-peak time periods	100%	
Mode Choice	External Shuttle Service	Provide DHS Agency Shuttles to/from St. Elizabeths to Anacostia and Congress Heights Metro Stations. External shuttle service from the Anacostia and Congress Metrorail station to St. Elizabeth’s is planned and will be operated on a frequency to meet employee demand subject to the availability of funds. A shuttle service from L’Enfant is currently provided to service VRE.	12%	<ul style="list-style-type: none"> • Research and draft Parking Program and associated policy
Mode Choice	Park and Ride	Provide new remote parking facilities (one in Maryland and one in Virginia). DHS will consider contracting with a transportation vendor subject to funds availability to provide coach buses from the park and ride facilities to the campus. Subject to funds availability and program requirements.	30%	<ul style="list-style-type: none"> • Develop procurement strategy and specifications for equipment • Develop operating plan, service parameters, and operator agreement • Solicit LOIs from prospective

Category	Strategy	Description/Responsibilities	Expected Benefit (% employees)	Action Items
				equipment and service providers <ul style="list-style-type: none"> • Select equipment and service provider
Mode Choice	Shower/locker room facilities	Provide shower/locker room facilities for use by employees choosing active forms of transportation. A shower/locker room facility will be provided on campus at the fitness center.	8%	<ul style="list-style-type: none"> • Identify Park and Ride location • Lot Design and Construction • Contract Services
Mode Choice	Bicycle	Provide secure bicycle storage/racks.	100%	
Mode Choice	Non-Auto	Bicycle Rider's Guide Walker's Guide	1%	<ul style="list-style-type: none"> • Identify location(s) • Research and identify rack design • Procurement
Mode Choice	Parking	Carpool/Vanpool only parking – allow carpool/vanpool only entry during peak periods.	10%	<ul style="list-style-type: none"> • Research and draft guides

Category	Strategy	Description/Responsibilities	Expected Benefit (% employees)	Action Items
Mode Choice	Zip Car/Flex Car	Locate Zip Car staging area internal to DHS campus for occasional, short term, and emergency use of transit riders.	12%	<ul style="list-style-type: none"> Research and draft Parking Program and associated policy
Mode Choice	Transit Pass Programs	SmartTrip	100%	<ul style="list-style-type: none"> Coordinate with Zip Car/Flex Car providers to incorporate staging area into design
Mode Choice	Vanpool	DHS maintained/funded vanpool.	44%	
Trip Reduction	Transportation Management Association	Coordination with adjacent/nearby development to consolidate shuttle service.	12%	
Trip Reduction	Agency Telework Policy	Telework policy	30%	
Trip Reduction	Agency Telework Center	Telework centers at locations to best serve the employee population.	4%	Develop tele-work policy

Category	Strategy	Description/Responsibilities	Expected Benefit (% employees)	Action Items
Trip Reduction	Technology	Provide technology to facilitate working from home.		
Peak Period Trip/Demand Management	Alternate Work Schedule	Provide Alternative work arrangements. DHS currently provides AWS and will continue to provide employees with options to use AWS. Current work arrangements include compressed work week, but addition options such as Flextime and Tele-work will be incorporated via new Policy	4%	Develop technology
Peak Period Trip/Demand Management	Shift Parking	Specified parking area for 24/7 employee to maintain 1:3 parking ratio and facilitate shift change. Permits/work shifts assigned first on priority then on lottery basis.	100%	Develop Alternative Work Policy
Peak Period Trip/Demand Management	Freight Management	Limit freight deliveries to encourage off-peak travel and alternate routes.	10%	
Peak Period Trip/Demand Management	Parking Permit Management for peak periods	Allocate parking permits by arrival time to spread arrival/departure of autos across peak periods. Permits issued for non-peak arrival periods would be lesser or no restriction on arrival time. Possible variation would be to allow carpool/vanpool only entry during peak periods. Restrict auto entry to outside peak periods.	100%	Develop Freight Management Policy

Category	Strategy	Description/Responsibilities	Expected Benefit (% employees)	Action Items
Peak Period Trip/Demand Management	Parking Permit Management for AWS	Issue permits for four days of week to promote AWS. Coordinate permitting with AWS.	33%	
Design	Walking	Refurbish sidewalks and lighting on existing infrastructure expected to be utilized as pedestrian routes in the community around the campus.	33%	
Design	Traffic Calming	Implement appropriate traffic calming at appropriate locations to facilitate pedestrian/bike modes.	100%	<ul style="list-style-type: none"> • Identify pedestrian routes • Inventory infrastructure • Design and construction
Design	Closed circuit cameras	Install and monitor closed circuit camera systems to monitor roadway and pedestrian routes to identify incidents and quickly dispatch assistance to minimize continued traffic disruption.	100%	
Design	Coordinated Parking Information System	Utilize coordinated parking information system in parking garages to maximize peak parking operations and identify vacancy during other times of day.	100%	

Category	Strategy	Description/Responsibilities	Expected Benefit (% employees)	Action Items
Design	Wayfinding Signage	Provide improved and new way-finding devices to identify connections between expected pedestrian/bike routes and transit facilities	33%	