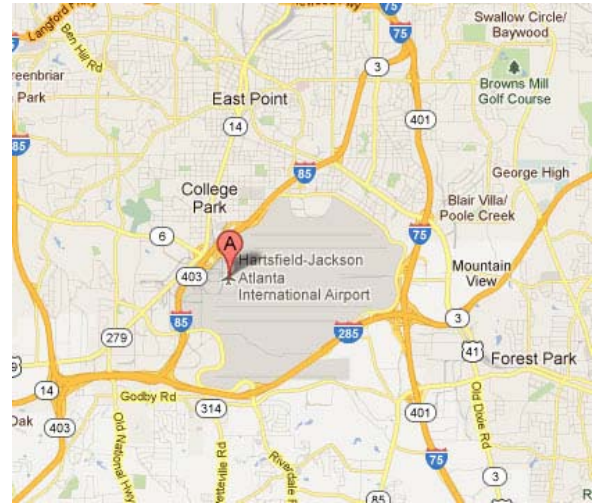


## Project Overview

AERO (Airport Employee Ride Options) has served as the transportation management association (TMA) for Hartsfield-Jackson Atlanta International Airport (HJAIA) since 2015. HJAIA and the surrounding land uses sit on 4,700 acres in mostly unincorporated areas in Fulton and Clayton counties, and touches portions of the city limits of Atlanta, College Park and Hapeville. AERO will focus its financial and staff resources within the boundary of the HJAIA EcoDistrict, which closely aligns with the boundary of the airport property. This area includes 63,000 employees representing employers such as the Department of Aviation, major airlines and more than 250 onsite concession outlets. This large and diverse employer population will allow AERO to maintain and form partnerships with key employers and stakeholders resulting in metric-based transportation demand management (TDM) programs.



The 2017 Commuter Survey, a statistically significant survey of airport employees conducted by AERO staff in 2017, shows that single occupancy vehicles (SOV) are the primary mode to work for 65 percent of airport employees, while 18 percent use transit, six percent carpool, two percent take a taxi, Uber or Lyft, one percent vanpool, and two percent use other modes to work. The other six percent of commuters do not have a primary method to get to work.

## SWOT Analysis

The airport community presents a unique set of strengths, weaknesses, opportunities and threats (SWOT) when applied to the potential use of alternative transportation modes. A SWOT analysis is a key tool in understanding how to successfully market commute options to the airport employee population.

### Strengths

**Transit Accessibility:** MARTA direct rail service to the domestic terminal is a valuable commute option that many employees use. The airport also has one direct bus line to connect the international terminal to both the College Park MARTA station as well as to areas of Clayton County.

**Airport Presence:** The AERO Help Desk is a staffed customer service location where airport employees come to receive customized commute help. The Help Desk opened in 2017 and is located near the airport employee security checkpoint and exit from the terminals, through which a majority of employees enter and/or exit each day. This location provides a chance to communicate and provide assistance conveniently to employees, many of whom have no computer access.

**Localized Incentives Programs:** The Department of Aviation provides additional local monetary incentives to encourage airport employees to try commute alternatives such as transit and carpooling. These incentives will be used to test innovative outreach strategies focused on employee groups most likely to change commute behavior.

**Program Support:** Airport executives have demonstrated strong support for AERO. Executive support has helped AERO with the development of new partnerships and set expectations that employers should work with AERO.

### *Weaknesses*

**Limited Transit Service:** MARTA rail and bus do not run 24 hours per day, which means many employees do not have a reliable way to or from work, depending on shift schedule. While the train does run over 20 hours per day, many bus lines that connect employees to the train do not have schedules that work for all shifts. Additionally, transit is not currently robust south of the airport in Clayton, Coweta, and Fayette Counties, where a significant number of airport employees reside.

**Active Transportation Modes:** The airport is currently not very accessible via active transportation modes such as walking and cycling. These further limits how employees can get to work even though many live within a five-mile radius of the airport. Future plans currently being considered by the Aerotropolis and surrounding CIDs is the building of a greenway and the opportunity to connect the airport with the bicycle infrastructure of the metro Atlanta area.

**Alternative Work Arrangements:** Most positions at the airport require employees to be onsite; therefore, the airport yields a work environment that is not conducive to telework programming or even flextime.

**Employee Turnover:** High turnover in specific job functions can make it difficult to develop long term relationships with airport employees and AERO staff must be diligent in outreach to new employees. This turnover makes ride-matching for carpooling and vanpooling difficult because of quickly outdated information. AERO is actively participating in weekly new hire trainings. This allows the opportunity for AERO to help cut down on this high turnover by connecting employees with a sustainable and affordable commute alternative.

### *Opportunities*

**Rideshare:** The concentration of 63,000 employees within the airport's small geographic footprint allows for robust commute options programming, particularly when promoting carpool options to suburban commuters. The High Occupancy Vehicle (HOV) lanes and designated off and on ramps leading to the international terminal off I-75 are infrastructure assets. The parking garages closest to the international terminal also have many under-utilized carpool parking spots that could be filled with employees willing to share the ride. As the airport goes through changes to their parking infrastructure, relationships with parking managers will be crucial to develop carpool programs aimed to reduce the number of employees driving alone to work.

**Construction:** The airport is currently undergoing a \$6 billion construction project. The project will include the construction of new parking decks as well as hotels and other buildings and is expected to last multiple years. Through this construction period, parking will be disrupted at time, which provides opportunities to message about other transportation options.

**Local Partnerships:** Local leaders outside of the Ecodistrict area, including the Aerotropolis and the Airport Community Improvement Districts (CIDs) are interested in exploring shared shuttle opportunities and cycling

infrastructure. In partnership, these two organizations are currently exploring the creation of the Aerotropolis Greenway, which could provide great active transportation options to employees who live near the airport.

### *Threats*

**Technology:** The reliance on computers, smart phones and credit/debit cards makes many programs difficult. For example, the current ride matching platform is difficult to promote to most airport employees because they do not have access to computers during their time at work and do not use email much anymore as individuals. Many programs require emails or at least smart phones to participate, including the TNC “pool” pilot, which requires a smart phone and credit/debit card to download the Uber app.

**Transportation Network Companies (TNC):** Currently, more and more individuals are using Lyft and Uber as their main way of commuting to work. When not used in a “pool”, these services can add SOV trips to the already congested airport roadways.

## Work Plan

### Task 1: Education and Outreach to Employers and Property Managers

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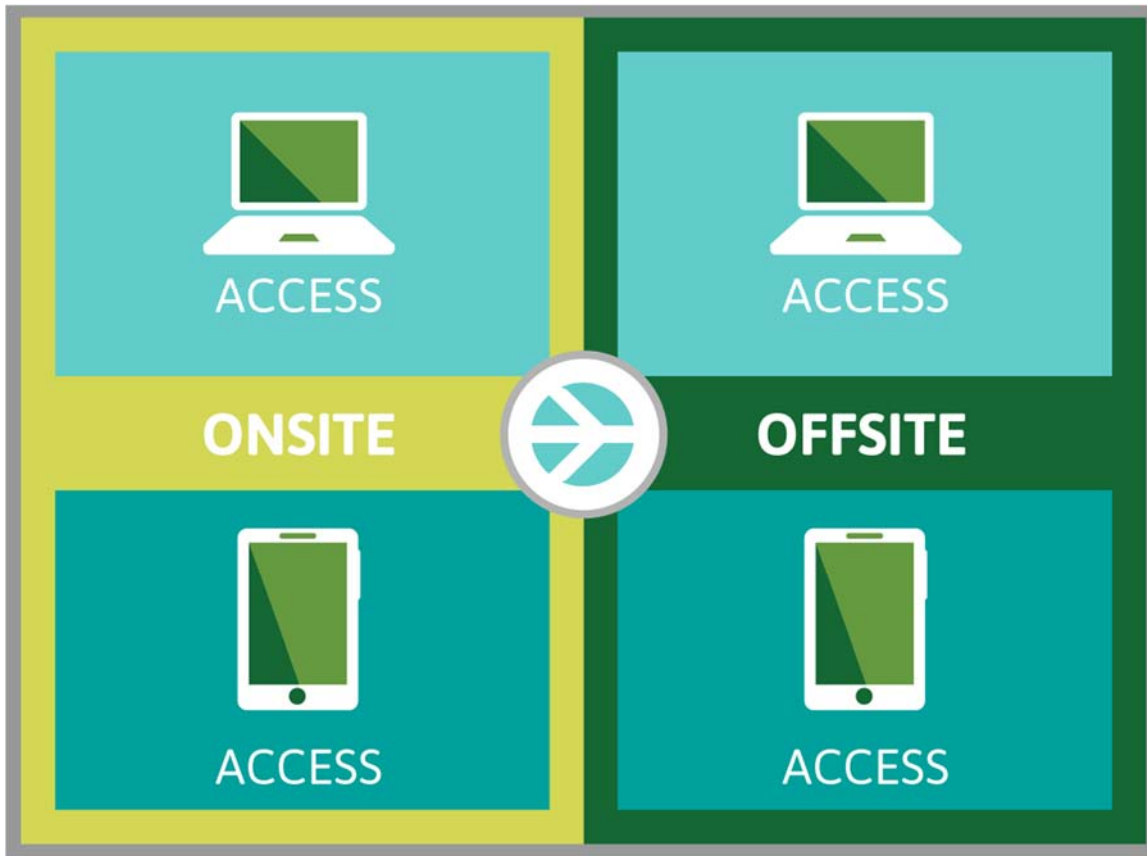
The airport is made up of a diverse employee population that is reflective of the employers they work for. There has been a great deal of interest from employers to join the program for reasons that range from employee retention, workforce development, achieve corporate sustainability goals and more. As the AERO program matures, it will be vital to maintain employer interest, engagement and partnership. AERO staff will individually meet with a minimum of 10 key employers quarterly (40 meetings annually) for the purposes of creating and expanding customized commute options programs for their employees. New and existing employers will be introduced to the TMA program requirements and partnership levels including the need to gather data on their employee commute behavior.

AERO staff will evaluate current partners’ mode share using a baseline established in 2017 and supplemented by additional surveys in 2018 and 2019 to categorize partners by their clean commute levels. Categories by level include:

- 0.1-4.9%
- 5.1-9.9%
- 10.0-14.9%
- 15.0-19.9%
- 20% or greater

Likely the partners who showcase change within the clean commute level from year to year would fall within a margin of survey error. Therefore, this survey data will be supplemented by other tactics (to be determined) to showcase a shift at least 15 percent of the total number of partners into a higher clean commute level each year.

To help accomplish this goal, AERO will create an on-line resource hub that all airport employers can access for campaign and informational materials including posters, flyers, PowerPoint presentations, training videos, pre-tax guides, etc. To determine tailored programming and commute plans at specific partner sites, it is important to note that there are two primary types of employers at HJAIA: those located onsite and do not have day to day computer access and those located offsite in office buildings. Outreach staff will focus on alternative mode usage that is relevant for the specific type of airport employer and their employees. Specific activities for these two employer types are detailed in the subtasks that follow.



*Task 1.1 Strengthen Partnerships with Offsite Airport Employers*

Offsite employers are located in office buildings within the HJAIA Eco District but are not located directly in the terminals. Their employees do not have direct access to MARTA heavy rail; however, in some locations, they have access to pedestrian and bicycle infrastructure, employer shuttles, and MARTA buses. This workforce regularly uses computers during the workdays, has a mostly standardized work schedule, and does not turnover at the higher rates seen at onsite employers.

AERO’s core strategy for offsite employers in 2018-2019 is to strengthen, expand and segment employer partnerships depending on workforce, transit accessibility and available communication channels. Existing

partnerships with Delta and the Department of Aviation will be the focus. Both rely on employee transportation coordinators (ETCs) to disseminate AERO program information across multiple platforms.

**Delta:** AERO will continue to evolve and expand its relationship with Delta. AERO staff will focus on implementing recommendations to ensure the entire Delta workforce in Atlanta is engaged in AERO programming and aware of AERO services. AERO activities include but are not limited to:



- **Segmented communication channels:** Delta has over 23,000 employees reporting to three offsite locations, including their general office campus made up of four buildings. Communicating effectively to all Delta employees has proved challenging, as they do not have a centralized communication channel for Atlanta-based employees. However, this provides for a unique opportunity to segment messaging and outreach strategies to their employees reporting to different worksite locations.

AERO staff will work with ETCs at each worksite as if they were separate employers to establish effective communication strategies designed for employees at each site.

- **Companywide Events:** AERO staff will attend quarterly companywide events to grow our ETC network and to speak to audiences we might not have reached. These events attract a wide range of employees including upper management and Human Resources representatives. We will use these events to network and showcase the value of our services by featuring Delta employees we have helped. Featured employees will be encouraged to stand with AERO staff to provide real life case studies of behavior change and added value for having AERO services.
- **Deep dive:** AERO staff will do a deep dive with one Delta location with a focus on measurable results that can be used to build a case study that AERO staff can leverage to implement across all four buildings.
- **Gengage:** AERO staff will also continue to work closely with Delta's Gengage group that focuses on attracting and retaining millennials. This group is made up of a diverse group of employees from all different departments and has been successful in implementing commuter related services such as the Ride Delta app for real time tracking the Delta employee shuttles.

**Department of Aviation:** The Department of Aviation has a number of offsite building locations. AERO staff will focus on promoting local transportation campaigns along with the regional modal campaigns to encourage ridesharing, transit, telework and alternative schedules, and when relevant, active transportation. Facilitating non-SOV travel within the airport and to transit with shuttles and the Department's "pool" vehicles are goals for this employer.

### *Task 1.2 Strengthen and Expand Partnerships with Onsite Airport Employers*

Onsite airport employers are located within the Domestic and International Terminals. AERO staff will maintain existing and establish new relationships with employer partners to develop direct lines of communication to their workforce, as much of the onsite employer strategies rely on face-to-face interactions with employees. Direct

partner meetings will be held to review their commute plans, consisting of survey results and modal campaigns that are relevant for their workforce. In addition, activities will include but are not limited to:

**Authorized Signatory Outreach.** To increase awareness of AERO's services, we will partner with HJAIA DOA security office to electronically market AERO services to company representatives at least one time per year. These representatives are called Authorized Signatories and they oversee security badging approval for their airport employees. AERO will incentivize the company representative to stop by and learn about the Help Desk, provide them with hard copies of key marketing materials to distribute to their employees, including posters, flyers, customized commute forms, etc. and provide information regarding the online resource hub.



**Top Level Airport Meetings.** AERO will participate in a variety of top level meetings, including periodically attending the monthly Department of Aviation Top Staff Meeting, the monthly concessionaires meeting, the monthly station managers meeting, and the bi-monthly Safety Action Group meeting with a goal of growing the current number of employer partners and to present AERO successes to both partners and airport leadership.

## Task 2: Outreach to Employees and/or the Commuter

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AERO staff will heavily focus on direct commuter outreach to create behavior change. The program aims to achieve this through scheduled and ad hoc in person communication, focused and strategic social media (Facebook and Twitter), marketing automation tools and more. Specific strategies are detailed in the following tasks.

### *Task 2.1: Create Customized Commute Plans*

The primary objective for all outreach, particularly onsite at the airport, is to result in customized commute plans for commuters based on their home location and work hours. AERO staff will use this information to not only provide commuters with tailored information on the best transportation option, but use the contact information to population our marketing automation tool (discussed further in Task 2.2). By the end of 2018, AERO staff has a goal of creating 200 customized commute plans per week with a goal of growing that number by at least two percent in 2019.

Strategies to inform commuters of the customized commute plans include:



- **AERO Help Desk:** The AERO Help Desk is located adjacent to the primary employee security checkpoint in the domestic terminal. AERO staff operate the Help Desk five days per week and provide in-person support to employees searching for commute/transportation options. Since opening in 2017, the location of the Help Desk has generated an increased awareness of AERO programs for airport employers and employees. Moving forward, staff at the Help Desk will continue to build relationships with new and existing ETCs and provide customized commute planning for airport employees.
- **New Hire Orientations:** AERO staff will work with partners to provide materials to new hires and will speak weekly at large orientation events at key employers such as Department of Aviation, HBF, and Delaware North requesting that all new employees fill out customized commute plan intake forms. To create future efficiencies, AERO will pilot a new hire orientation training video that will highlight the customized commute plans, the Help Desk services, how to ride MARTA, carpooling tips and how to request a guaranteed ride home.
- **Employee Referral Program:** To expand AEROs reach, AERO has developed a grassroots employee referral program. Employees who have already participated in the AERO program will be incentivized for introducing new coworkers to AERO staff at the Help Desk. The newly introduced employees will be encouraged to request assistance in understanding their commute options and to sign up for a customized commute plan. For every new commuter an employee refers, that employee will receive a point or token towards a larger incentive. This will create a network of super commuters engaged and invested in promoting AERO services.
- **AERO Drop Boxes:** AERO Drop Boxes are currently located at the security office and at the Help Desk and is a small container where employees can drop their customized commute plan intake form 24 hours a day, seven days a week. The drop box is checked and collected regularly by AERO staff. Ideally these drop boxes will expand to additional locations throughout the airport. This will allow employees to request AERO services in a variety of places and help to continually build AERO brand awareness.

### *Task 2.2: Initiate Marketing Automation Tool*

With such a large and diverse employer and employee market we have determined a need for targeted and customized marketing. In an effort to fulfill this need we have launched a new segmented digital outreach strategy using marketing automation tools to deliver timely messages to commuters based on their unique characteristics and preferences (location, time of day, what platform they prefer to interact on, etc.). Over the 2018-2019 contract year AERO will continue to automate customer service messages so the commuter receives relative information in a timely fashion with a high degree of personalization. Doing so will allow future AERO messaging to these commuters be relevant, timely and highly customized as well as allow for tracking participation rates. AERO staff will utilize this to message regional and local incentives, the regional Guaranteed Ride Home program and modal promotion campaigns.

This marketing automation tool also has the capability to influence the behavior of our commuters in real time. Text messages can be sent with accurate helpful information to assist the commuter for their daily commute decision making: For example – construction delays, bad accidents, transit service delays or updates, etc.

### *Task 2.3: Website and Social Media Outreach*

AERO staff will conduct a thorough audit of the joinAERO.com website every six months to ensure that resources are up to date and include all relevant enrollment applications and instructions for Georgia Commute Options programming, the AERO employee referral program and best practices for using commute alternatives.

In addition, the airport is launching an employee focused portal, OneATL.com, where airport employees can access online training courses and documents they need for security badging. AERO staff will work to get featured so that employees can request our services while interacting within this site. This will allow for greater brand awareness and participation in AERO programming.

Social media messaging will focus on audiences that use specific social media platforms such as Twitter and Facebook. To be effective, social media messaging will happen frequently and will purchase targeted advertisements that take into account user's current location, listed employer, interest and friend groups. Social media messaging will tie into campaigns discussed in Task 4. The AERO team will position social media accounts to act as information clearinghouses for vital transportation emergency management efforts, if ever needed.

### *Task 2.4: Table at Airport Wide Events*

The airport holds several events a year that are open to all employees. These includes the OneATL Safety and Risk Management Expo, customer appreciation events and employee awards ceremonies. AERO staff will table at these key events to promote the Help Desk and modal campaigns.

### *Task 2.5 Commuter Follow-Up Activities*

AERO staff will conduct individualized follow up to commuters who have participated in regional programs or filled out a customized commute plan intake form. This follow up will be done to encourage continued mode shift change and to learn about barriers that might limit employees from continuing with alternative modes to work. Where and when appropriate, outreach staff will conduct and document follow up activities outlined below:



- Any commuter interaction will be handled within 48 hours. Including Guaranteed Ride Home and program applications being sent to ARC, customized commute plans delivered or phone calls and voicemails returned.
- As appropriate, send a personalized email or text message to individuals who have completed a regional commute options program. The email will inform the individual that they can continue to receive rewards and assistance by maintaining and logging sustainable commuting behavior on the Georgia Commute Options site, and to offer assistance if needed.

### Task 3: Results Tracking Reporting

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#### *Task 3.1: Annual Travel Survey*

AERO will conduct an annual, airport wide statistically significant commute survey to measure progress against SOV reduction goals. The surveys will be promoted at a variety of top level meetings so that both existing and future partners will be encouraged to participate, however our outreach focus will be on our partner worksites, ensuring ARC statistical significance at 20 percent of employer partner sites. Based on our understanding of the types of employees at the airport, these surveys will be distributed both electronically and in person to reach the highest number of employee responses as possible. We will also evaluate the need for surveys to be translated into other languages.

The results of the 2018 and 2019 surveys will be used to compare to the 2017 survey to note changes in mode shift. The survey will also be used to collect specific marketing data about segments, barriers to behavior change and to inform potential outreach and marketing strategies. The timing of the survey will also need to be thoughtfully implemented to ensure annual relative comparisons are maintained but also to ensure the data is used to inform future program design.

To incentivize employees to take the survey, AERO staff will distribute regionally-funded gift cards. All results will be entered into Salesforce.

#### *Task 3.2: Additional Evaluation*

AERO will conduct real time marketing automation surveys to determine specific campaign successes. Additional metrics tracked include Georgia Commute Options registration numbers, help desk visits and other program participation.

### Task 4: Modal-Based TDM Promotions

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Modal-based campaigns will be a key part of the AERO outreach strategy to raise the awareness of clean commute options. The airport has a diverse workforce, and segmenting by specific demographics for modal-based campaigns will be crucial to the success of any regional or local campaign and, ultimately, travel behavior change. AERO staff will plan to do at least three local and/or regional promotional campaigns throughout 2018 and three promotional campaigns in 2019. Based on regional campaign dates and onsite opportunities, AERO will plan on

incorporating the regional Atlanta Bike Challenge and others once they have been announced. The remainder will be local campaigns and may include:



**Try the Train:** To get more commuters interested in riding transit, AERO staff will do a promotion centered around MARTA rail. Commuters will be able to enter a contest for a month’s worth of MARTA rides by trying the train at least 10 times a month. This will only be available to new transit riders and commuters must complete AERO’s customized commute planning process to be eligible. This process consists of, filling out a customized commute form so that AERO staff can verify their eligibility. Commuters will be required to log their trips in the GCO online system to be entered to win.



**UberPool Pilot Expansion:** AERO staff may expand upon the successes of the 2017 TNC pilot to continue encouraging TNC “pools”, but also to study the feasibility of offering a shuttle or micro transit service south of the airport.



**Rideshare Promotion:** AERO staff will work with key airport departments to create an onsite employee preferential parking program to kick off a rideshare promotional campaign at the terminals. Initially, the program will allow employees to use the existing carpool parking spots available at the short-term parking international terminal. AERO will work to expand this pilot to the domestic terminal and create employee parking spots in premier parking areas close to the terminal. The accompanying promotional campaign will build on a regional campaign or be developed as a local campaign and will also be developed to include the off site employers.

**Regional Bike Challenge:** We will engage the offsite employers in the Atlanta Bike Challenge.



**Xpress bus service to the airport:** SRTA has plans for future Xpress airport service. This is currently in their horizon three plan. If launched during the life of this contract, AERO staff will create an introductory campaign and offer support for proposed Xpress service to the airport.

## Task 5: Program Administration

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AERO staff will provide all program administration components necessary for program oversight, staff training, financial accounting, reporting of results, and retention of documentation supporting execution of work tasks in this contract. AERO will adhere to all administrative, documentation, reporting and measurement efforts as required. The program will conduct the following administrative tasks in a timely, accurate manner that follows contractual guidelines:

- Monitoring and reporting results in accordance with contract stipulations. All staff involved with reporting will attend report training sessions;
- Providing a year-end review to ARC; participating in financial reviews structured by ARC; participating in monthly contractor coordination meetings and all other regional TDM meetings;
- Maintaining a well-trained, qualified staff to implement work tasks as proposed in this contract;
- Maintaining all documentation, including emails, cost records, procurement documentation, invoices, audit trails, etc. as required by this contract. All documentation associated with this effort will be retained for seven years by AERO;
- Notifying ARC of any program reallocations, salary and employee changes, and/or overhead changes for adjustments to the employer services budget.