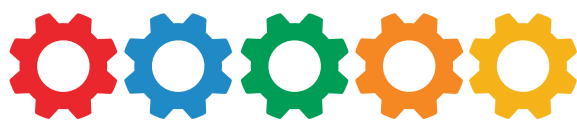


Commuter Choice Maryland

MD 295 Corridor Pilot Reflections





Contents

Executive Summary	2
Background	4
Choosing the Corridor	6
Employer Recruitment	8
Employer Advocate Engagement	10
Commuter-Focused Events	12
Commuter-Focused Marketing and Communications	14
Data Collection and Evaluation	18



Executive Summary

From January to July 2026, Commuter Choice Maryland piloted a corridor-based approach to transportation demand management (TDM) along the MD 295 corridor to test whether concentrated, hands-on outreach with a targeted group of employers and commuters could complement and accelerate the impact of CCM's broader statewide programs.

This document outlines what we did, how we did it, and key lessons learned. Some major takeaways from the pilot include:

- **Concentrating resources within a defined geography allowed CCM to test and refine innovative outreach tactics**, including billboards, geotargeted Spotify ads, and sponsored newsletters. These tactics provide CCM with a tested menu of innovative strategies that can be incorporated into its continued statewide efforts.
- **There's an awareness gap around existing commuter benefits.** A significant share of survey respondents reported first learning about CCM's programs through the Corridor Pilot—as many as half, depending on the specific program. This suggests that continued investment in marketing and outreach alone, even without new incentives, is one of the highest-value things that CCM can invest in, since it expands awareness and ultimately participation statewide.
- **Engaging employers requires sustained practical and hands-on support.** Clear participation targets, ready-to-use materials, and a communications toolkit reduced barriers to participation for Employer Advocates. Regular touchpoints—including workshops, digests, and one-on-one meetings—helped maintain engagement over time. Scaling this model requires investment not only in outreach (volume), but also in the support infrastructure that enables employers to easily remain active participants.
- **Key program metrics grew, but behavior change takes time.** Program participation grew quickly, but shifts in regional ridership, congestion, and emissions emerge more slowly. Continued measurement will show whether awareness and engagement translate into lasting behavior change.

Overall, the MD 295 Corridor Pilot validated that a targeted, hands-on approach is a promising complement to CCM's broader statewide TDM strategy. The pilot concludes with a group of newly engaged employers who can continue their relationship with CCM and grow their benefits offerings as more of their employees figure out what options work for them. In addition, the experience provides CCM with tested outreach tactics, evidence of strong demand for program information, and a clearer understanding of the employer support needed to sustain engagement. CCM has an opportunity to apply these lessons strategically across their broader network while continuing to track longer-term transportation outcomes.

By the Numbers

Tested Menu of Innovative Strategies

3.5
million
total billboard impressions

8.4%
click-through rate
on sponsored newsletter
(2-5% industry average)

0.20%
click-through rate
on Spotify ads
(0.06–0.15% platform
average)

Educating Commuters is High-Value

Up to
50%
of respondents
learned about CCM
programs because of the
pilot

12%
reduced the number of
days they **drove alone to
work**


Most respondents learned
about CCM resources
through their employer

Sustained, Hands-On Employer Support

11
Employer Advocates
recruited and supported
throughout the pilot

5
employer-hosted
Lunch and Learns

1
**new employer
communications toolkit**
developed for use CCM-
wide

Program Growth

During the pilot we saw significant increases in program registrations compared to the previous six months:

2×
Commuter Connections
account creation

2×
rideshare registrations

3×
CommuterCash
registrations



Background

About Commuter Choice Maryland

Commuter Choice Maryland (CCM) is Maryland's free Transportation Demand Management (TDM) program, operated by the Maryland Department of Transportation (MDOT). The program aims to reduce traffic congestion and improve commutes for all Marylanders by making transportation choices easier to understand and access. CCM provides commuters and employers with resources, tools, and services that encourage alternatives to driving alone, including transit, ridesharing, walking, biking, telework, and alternative work schedules.

CCM works closely with **employers and community partners** because they are best equipped to connect Maryland commuters with transportation information, resources, and incentives. CCM provides customized support to employers to establish commuter benefits and access statewide programs and resources, including Ride Together Rewards and the Maryland Commuter Tax Credit.

About the MD 295 Corridor Pilot

In January 2026, CCM launched the Corridor Pilot to test a more focused, corridor-based approach to TDM. The purpose of the pilot was to concentrate multiple TDM strategies within a corridor directly impacted by the loss of the Key Bridge in order to better understand how these strategies perform in supporting shifts to sustainable travel modes. The pilot focused on the **MD 295 corridor between West Nursery Road and I-95**, an area approximately five miles in length with a diverse mix of employers, including schools, medical facilities, and other essential services.

Following the Key Bridge collapse, commuters along the corridor experienced increased congestion and less-reliable travel times, highlighting the need for additional commuting options. Through the pilot, CCM provided targeted support to employers and employees along the corridor to expand awareness and use of non-single occupancy vehicle choices.

The pilot had three primary goals:

- Increase employer participation in commuter programs and benefits.
- Encourage commuters to try options besides driving alone.
- Document lessons learned to inform future employer outreach and corridor-based TDM efforts across Maryland.

The pilot provided an opportunity to experiment. By concentrating resources within a specific geography and to a small group of employers, CCM was able to test new outreach, engagement, and marketing strategies and learn what worked best. The experience also provided a real-world testing ground for how CCM could evolve its broader employer program and better meet the needs of employers and commuters across Maryland.

KEY TERMS

Transportation Demand Management (TDM):

Strategies that inform and encourage travelers to use transportation options more efficiently, improving mobility and reducing congestion and environmental impacts. TDM provided the framework for CCM and the MD 295 pilot.

Core Team:

Key MDOT and partner stakeholders who helped define the pilot's objectives, select the MD 295 corridor, support data needs, and provide feedback throughout the pilot.

Employer Partner:

An employer that participated in the Corridor Pilot and worked with CCM to promote transportation options and commuter benefits to its employees.

CCM Employer Advocate:

The primary point of contact between an Employer Partner and the CCM team. Employer Advocates participated in pilot activities and helped identify their organization's transportation needs and opportunities.





Choosing the Corridor



What we did:

Worked with the Core Team to select a corridor and documented the corridor selection process.



How we did it:

- **Developed a framework** to choose the corridor, based on project goals and criteria.
- **Analyzed candidate corridors** across congestion, travel behavior, transit availability and ridership, employer density, state agency presence, park-and-ride access, travel flow, and points of interest.
 - The eight candidate corridors, which were identified by MDOT, were: MD 295 from West Nursery Road to I-95, MD 2 from I-695 to I-95, I-95 from MD 166 to I-695, I-895 from MD 295 to I-95, I-895 Spur from I-695 to I-895, I-695 from I-83 to I-95, MD 140 from Millford Mill Road to Painters Mill Road, and MD 166 from UMBC Boulevard to MD 144.
- Narrowed the field through successive rounds of analysis to **select the final corridor**.



Key lessons learned:

- **Conduct corridor site visits as part of the selection process.**
 - Visiting potential corridors can provide helpful corridor insights and familiarization of the land uses and corridor context beyond the data.
- **Carefully consider size and boundaries of selected corridor.**
 - We initially considered and focused work within a very small corridor – both in length of the considered roadway and the area surrounding it (half-mile radius).
 - We ultimately were a bit more flexible on both boundaries, providing services a little further into downtown Baltimore and reaching employers beyond a half-mile of MD 295. This helped us reach more employers and employees.

By the Numbers

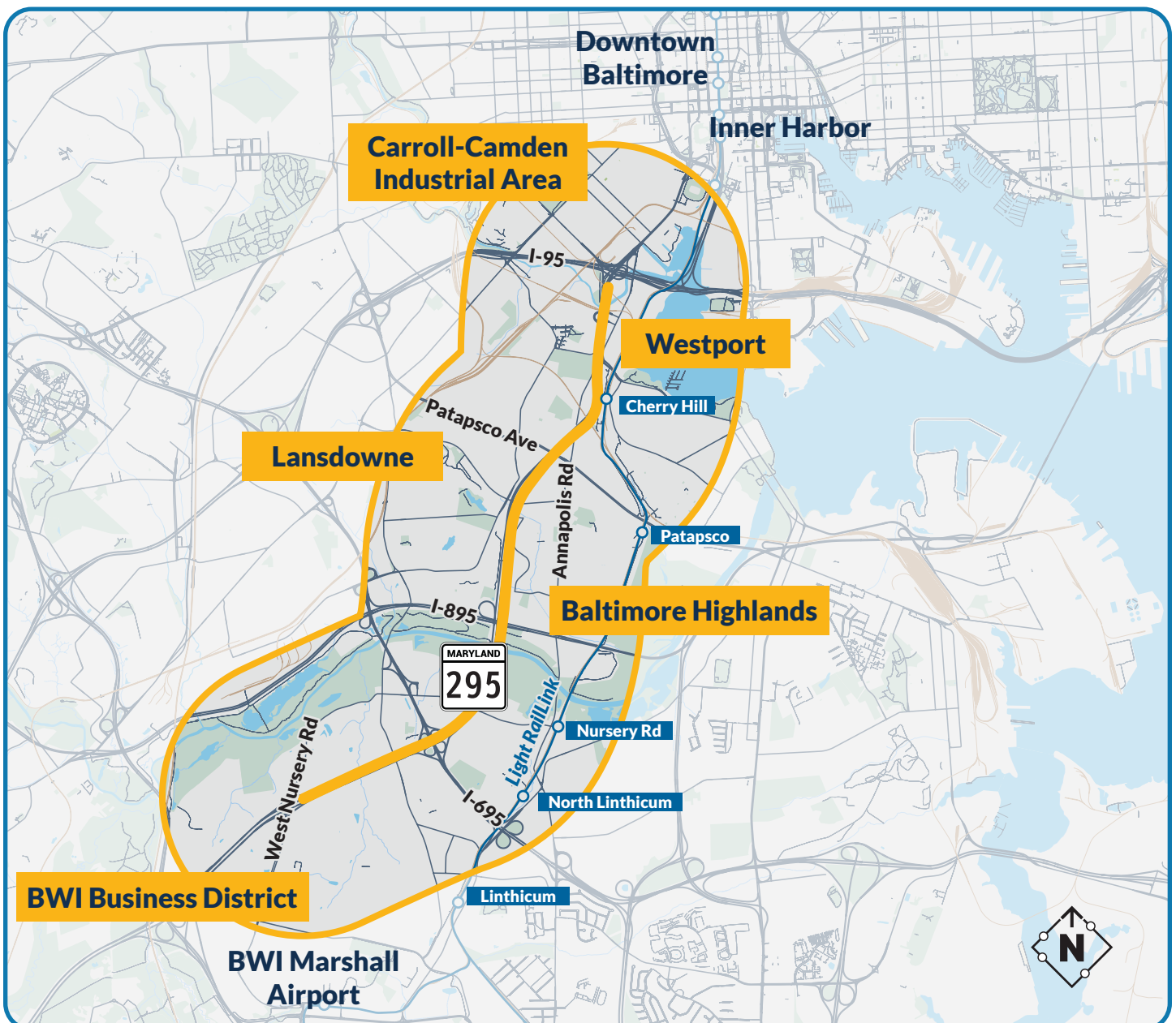
8
candidate corridors
initially identified by MDOT



2
finalist corridors



MD 295
corridor selected





Employer Recruitment



What we did:

Conducted outreach to employers within the corridor to recruit participants for the pilot.



How we did it:

- Built and refined an **inventory of employers** within roughly a half-mile of the corridor, based on existing CCM employer relationships and input from the Core Team.
- Purchased a **commercial business list** to identify additional employers within the corridor, initially focusing on those with 50 or more employees before expanding outreach to smaller employers.
- Added **state agencies** just beyond the initial corridor boundary, recognizing that they represented significant employment centers and offered opportunities to leverage existing MDOT relationships.
- Invited these employers to join the pilot via **direct mail, emails, phone calls, and in-person visits**.
- Worked with stakeholders at the local/regional level and **leveraged existing communications platforms** to reach all employers in the corridor. This included sending a targeted email through the Society for Human Resource Management (SHRM) and an email to a purchased list of 33,000 business owners and decision-makers in the greater Baltimore region.

By the Numbers

SHRM Newsletter

4,245
Emails delivered

1,303
Opens

30.7%
Open Rate

354
Clicks

8.4%
Click-through
Rate

Greater Baltimore Business Emails

33,187
Emails
delivered

3,630
Opens

11%
Open Rate

895
Clicks

2.7%
Click-through
Rate

24.6%
Click to Open
Rate

Direct Mail Outreach

284
Corridor businesses receiving postcard

\$279
Spent



Key lessons learned:

- **Identifying the right internal contact is more important than identifying the employer itself.**
 - Commercial/purchased business lists typically provided executive contacts rather than human resources, sustainability, or transportation staff who were better positioned to champion commuter benefits.
 - Future efforts should supplement purchased lists with website and LinkedIn research, in-person outreach, and other strategies for identifying the right internal contact.
- **Large employers require a multi-channel, persistent outreach strategy.**
 - Despite repeated attempts, some of the largest employers in this corridor (e.g., Under Armour, Northrup Grumman) remained difficult to engage, suggesting that email and cold calls alone are insufficient.
 - Future efforts should consider partnerships, referrals, and warm introductions from local community-based organizations (e.g., Chambers of Commerce or metropolitan planning organizations) to reach decision-makers at large organizations.
 - Another option would be to develop webinars or events tailored to specific business sectors, such as the hospitality and hotel industry or public schools.
- **Cast a wide net and leverage existing relationships.**
 - The pilot initially focused on employers with 50 or more employees but later expanded to smaller employers as outreach progressed. This broadened the pool of potential participants and increased the diversity of employers engaged. Similarly, including state agencies just beyond the initial corridor boundary created additional opportunities by leveraging existing MDOT relationships.
 - Future corridor efforts should balance the potential reach of large employers with the value of engaging with a broader range of organizations, while considering opportunities to work through and leverage existing institutional relationships.
 - Future efforts should also build in adequate time to establish strong relationships with business points of contact before asking them to commit to a pilot program, as trust and familiarity with a point of contact often influence an employer's willingness to participate.

By the Numbers

82
employers contacted

11
employers joined the pilot

7,047
employee commuters
represented by
participating employers



Employer Advocate Engagement



What we did:

Worked directly with participating employers to identify opportunities, implement commuter benefits strategies, and encourage employee engagement, all while minimizing the lift for employers by providing easy-to-use, plug-and-play materials.



How we did it:

- **Identified CCM Employer Advocates** who could serve as the primary point of contact for each participating employer. Advocates were recruited through direct employer outreach, existing professional relationships, and, in some cases, self-identification by employees interested in supporting the pilot.
- **Hosted monthly employer workshops (called “Corridor Conversations”)** to share information and facilitate peer learning. Sessions were designed as interactive discussions and included polls, a TDM topic overview, discussion questions, and opportunities for employers to share their experiences. Topics included commuter benefits, active transportation, ridesharing (carpooling/vanpooling), employer tax incentives, and updates from the Key Bridge project team.
- **Sent a biweekly email digest** to Employer Advocates to provide updates on the program outside of the monthly Corridor Conversations, remind Advocates to distribute the pilot’s surveys, advertise events, and enable Advocates to inform employees about CCM resources.
- **Met one-on-one** with Employer Advocates to provide individualized support. Worked with Advocates to help them build their commuter benefits programs, plan outreach to their employees, and answer their questions.
- **Developed employer-specific participation targets** for selected employers. First, the team established longer-term program goals, then used each employer’s current participation levels to set realistic end-of-year targets that would represent meaningful progress without being overly ambitious. Targets covered registrations or enrollment in Baltimore Commutes, Ridematching, Guaranteed Ride Home, and CommuterCash.
- **Tailored outreach materials and events** to meet individual employer needs. Worked with Advocates to develop customized communications, employee challenges, and educational events, including virtual, hybrid, and in-person Lunch and Learn sessions.
- **Used social media and employer spotlights** to recognize participating employers and promote pilot activities, outreach events and webinars.



Key lessons learned:

- **Make participation easy for Employer Advocates.** Clearly and succinctly communicate what is expected of employers, provide ready-to-use materials and event support, and tailor the frequency and format of interactions to each employer's needs.
 - Many Advocates were managing pilot activities in addition to their regular responsibilities. Reducing the burden on advocates can help sustain engagement throughout the pilot.
 - Give employers sufficient time to influence employee behavior. Employers asked for more time to communicate with employees, promote programs, host events, and build awareness.
- **Set employer goals and expectations early.** Establish clear expectations for employer participation at the outset, including communications, meetings, surveys, and employee engagement activities.
 - Individual participation targets should also be established early, using each employer's current participation as a baseline to set realistic but meaningful goals for the pilot period.
- **Be flexible.** Different employers have different communication preferences, capacity, and levels of interest. Use a mix of phone, email, newsletters, social media, and one-on-one meetings, and adapt the cadence and format as relationships develop.
- **Build relationships that extend beyond the pilot.** The Employer Advocate model created an opportunity to develop lasting relationships between CCM and participating employers. There is already a plan for transitioning engaged employers into CCM's ongoing Employer Partner program and maintaining those relationships after the pilot concludes.

How we adapted over the course of the pilot:

- Corridor Conversations evolved from a formal webinar to a more casual, discussion-oriented workshop. This helped the program seem less daunting and kept Employer Advocates more engaged.
- Our Employer Advocates requested advice on developing better messaging to their employees around commuter benefits. We used that as an opportunity to develop an employer communications toolkit that CCM could use broadly with employers, not just for those engaged with the pilot.

By the Numbers

11

Employer Advocates

5

Employer Advocate-hosted
CCM Lunch and Learns

1

Employer Advocate-
designed employee
challenge



Commuter-Focused Events



What we did:

Participated in a range of public and employer-hosted events to engage directly with employees and commuters in the corridor.



How we did it:

- **Prepared outreach staff** with both a Door-to-Door Employer Outreach Guide and Event Outreach Guide containing basic how-to information along with talking points, common questions and responses, and key program benefits.
- **Developed corridor-specific educational materials**, including a Get-Around Guide, a benefits one-pager, and postcards (all in English and Spanish). These materials went beyond existing CCM collateral because they highlighted specific transit options along the pilot corridor.
- **Hosted education events on-site at the employers**, including four Lunch-and-Learn sessions with presentations with opportunities for questions in virtual, in-person, and hybrid formats.
- **Conducted outreach at public events and local points of interest**, including Maryland Vehicle Administration locations, the Lansdowne Public Library, farmers markets, Bike to Work Week pit stops, job and resource fairs, state safety fairs, light rail stations, and Park & Ride lots.



Key lessons learned:

- **Set outreach goals and track activity consistently.**
 - Establish goals for the types and number of events to attend, then maintain a centralized event log to track dates, locations, event types, staffing, materials, interactions, photos, and notes.
 - Consistent tracking makes it easier to understand which types of events generated the most meaningful engagement and to share information across the project team.

- **Plan event strategy early.**
 - Identify priority event types and target locations early enough to secure staffing, complete event applications, and obtain MDOT approval for events with associated costs or sponsorship levels. Our highest turnout event was the Bike to Work Week kickoff event in Baltimore City, which was likely due to its location in addition to it being a large event with high-profile sponsors and multiple exhibitors.
 - Whenever possible, add outreach activities to established events (e.g. sporting events, concerts) and strategize about messaging to promote sustainable options and convert one-time non-drive alone mode users into regular users.
 - Early planning helps ensure that outreach opportunities are aligned with available staff and resources.
- **Train outreach staff before they begin engaging with the public.**
 - A written guide is helpful, but staff benefit from an opportunity to review the materials, discuss common questions, and practice responding to them. A brief virtual or in-person training can help ensure staff are comfortable and consistent in delivering the message.
 - Events may benefit from staffing a newer outreach member with a more seasoned one.

By the Numbers

700
people engaged,
including:

131
attendees
at employer-hosted Lunch
and Learns

147
attendees
at pop-up events



24
events,
including:

14
hosted by employers
in the pilot



**Highest turnout at the
Bike to Work
Week**

kickoff in Baltimore City





Commuter-Focused Marketing and Communications



What we did:

Developed and implemented a multi-channel marketing and communications strategy to reach commuters throughout the corridor and test the effectiveness of different outreach tactics.



How we did it:

- **Developed a dedicated pilot website** with information about CCM, transportation options and incentives, and pilot activities.
- **Used social media to promote the pilot**, highlight Employer Partners, and share upcoming Corridor Conversations and other activities across Instagram, Facebook, and LinkedIn.
- **Leveraged existing communications platforms** to reach established audiences, including through CCM's quarterly newsletter.
- **Ran two billboard campaigns** targeting drivers along the corridor. It's the first time that CCM has advertised on a billboard. The digital billboard ran for 8 weeks, and the print billboard ran for 12 weeks.
- **Ran a geotargeted Spotify advertising campaign** aimed at people traveling along the corridor, using audio messaging and companion artwork to promote CCM and the pilot. The ad ran for 13 weeks.



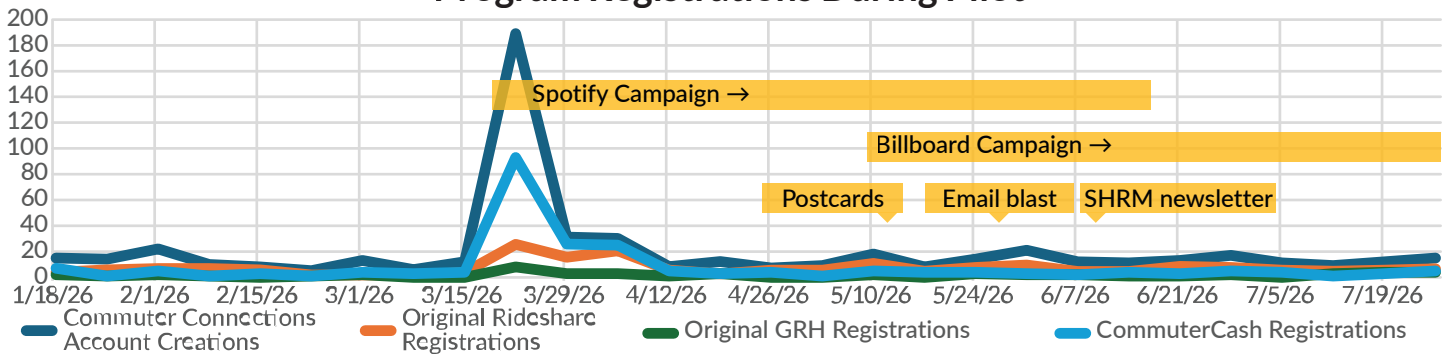
By the Numbers: Billboard Campaigns

3.5 million
Total Impressions

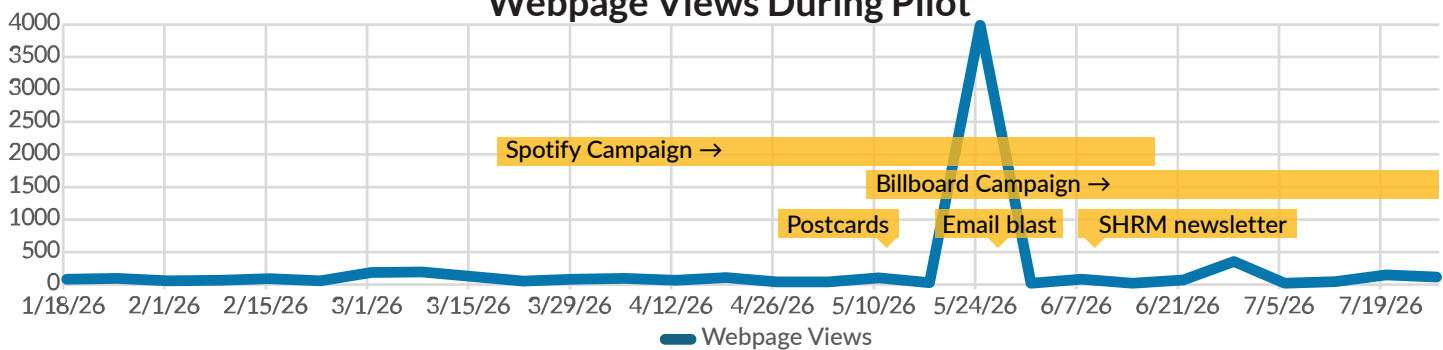
1.7 million
In-market Impressions

The first week of the billboard campaign saw a 178% increase in webpage views compared to the previous two-week average.

Program Registrations During Pilot



Webpage Views During Pilot



By the Numbers:

Spotify Campaign

111,565
Impressions

65,437
Reach

217
Clicks

0.195%
Click-through Rate

(Compared to Spotify average of 0.06-0.15%)

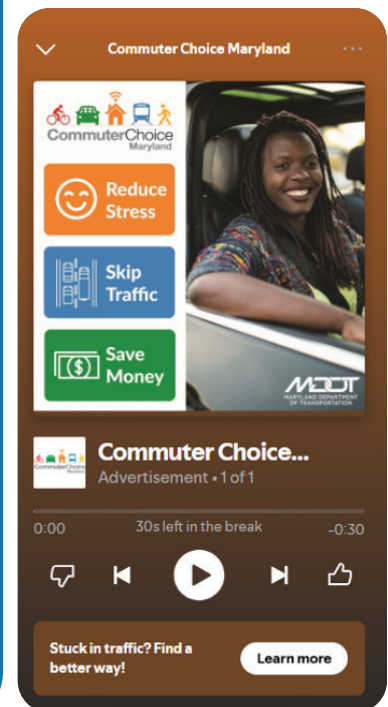
First three weeks of the campaign saw dramatic increases in program registrations:

3-16
times
the pilot
weekly
average for
Commuter
Connections
account
creation

4-6
times
the weekly
average for
rideshare
registrations

3-8
times
the weekly
average
for GRH
registrations

3-16
times
the weekly
average for
Commuter-
Cash
registrations





External Advertising Return on Investment

Over the course of the pilot, we ran four paid advertising campaigns. Two focused on employers (the Greater Baltimore email blast and SHRM placement), and two focused on commuters (Spotify audio ad and billboards). To identify which campaigns were most cost-effective, we compared the cost per new Commuter Connections account creation or program registration and the cost per page view during the first three weeks of each campaign.

		SPOTIFY AD	BILLBOARDS	EMAIL BLAST	SHRM E-NEWSLETTER
Amount spent		\$1,300	\$8,000	\$888	\$400
Cost for first 3 weeks of campaign	Cost per account creation/ program registration*	\$2.76	\$97.56	\$10.33	\$5.88
	Cost per webpage view	\$5.78	\$62.02 **	\$0.22	\$2.33

* Includes Commuter Connections account creation or registrations for rideshare, Guaranteed Ride Home, and Commuter Cash

** Used metric from first two weeks of campaign (instead of three) to avoid overlap with email blast, which coincided with a large spike in webpage views.

The Spotify ad offered the lowest cost per registration (\$2.76) overall, despite reaching an audience largely unfamiliar with CCM and Commuter Connections. The billboards came with the highest cost per action; however, because they were intended primarily to build general public awareness rather than generate direct sign-ups, their results are not directly comparable to those of the other campaigns.

Utilizing existing and partner channels for communications proved to be among the most cost-effective options. The SHRM placement had the second-lowest cost per registration (\$5.88) and a low cost (\$2.33) per page view. The Greater Baltimore email blast was the most cost-effective at driving page views (\$0.22 each), largely because it reached an audience already familiar with CCM.



Key lessons learned:

- **Define the intended audience, format, and content requirements upfront, and establish a review and approval process.**
 - Establishing the intended audience, format, and content requirements upfront can reduce revisions, particularly when adapting content for external partners with different formatting requirements.
 - Shared documents, tracked changes, and email comments worked well for finalizing content for most marketing materials.
- **Match the marketing tactic to the audience, objective, and scale of the campaign.**
 - The pilot tested a range of channels—from newsletters and social media to billboards and geotargeted Spotify ads—and demonstrated the value of using different tactics for different purposes. Future corridor campaigns should look for creative opportunities to reach people where they already are, while balancing the potential reach and targeting of a tactic against its cost and the scale of the effort.
 - **For example, existing and partner channels for communications are effective at reaching audiences already familiar with CCM and driving Commuter Connections account creation and program registration, while Spotify ads and billboards provide an opportunity for CCM to grow the audience and reach beyond existing CCM contacts.**
 - Use trackable links and QR codes to more clearly understand which tactics generate engagement.
 - **Unique URLs and QR codes make it possible to connect website activity to specific outreach channels and assess which tactics prompted commuters to seek additional information.**
- **Leverage existing communications platforms when possible.**
 - CCM and partner organizations already have established audiences that can be reached without developing a new communications channel from scratch. The pilot successfully used CCM's newsletter and social media channels to reach commuters through trusted, existing channels.



Data Collection and Evaluation



What we did:

Identified a wide-ranging set of metrics to assess both engagement with the program and travel behavior changes.



How we did it:

- **Surveyed partner employers before and after the pilot** to measure engagement, awareness, and self-reported changes in commute behavior, primarily among public-sector participants recruited through existing partner networks.
- **Tracked program and regional data**, including CCM registration and participation, MTA ridership, and roadway congestion.
- **Estimated broader travel and societal benefits**, like single-occupancy trips and vehicle miles traveled reduced, emissions, and fuel savings. These metrics were included primarily to establish a consistent method for CCM to track program impact over time, not because a single-corridor, six-month pilot was expected to produce a measurable, regional-scale change in metrics like GHG emissions or congestion.



Who took the survey:

245

employees

took the first survey at the start of the pilot

279

employees

took the second survey at the end of the pilot

Responses were mostly from

**MDOT/
Public Sector**
employees

Top Commute Modes:

Mode	Pre-Pilot	>	Post-Pilot
#1 Drive alone	71%		73%
#2 Telework	25%		18%
#3 Transit	4%		6%
Walk	1%		4%
Employer-provided shuttle	2%		2%
Carpool	1%		2%
Bicycle	1%		1%
Ridehail	1%		1%

Of CCM resources/programs, respondents were most familiar with:

Free Guaranteed Ride Home

62%

The Transit App

53%

Free Ridematching through
www.baltimorecommutes.org or
www.commuterconnections.org

29%

Post-pilot, more people are interested in learning about these alternatives:



Transit

28% → 29%



Scooter

2% → 6%



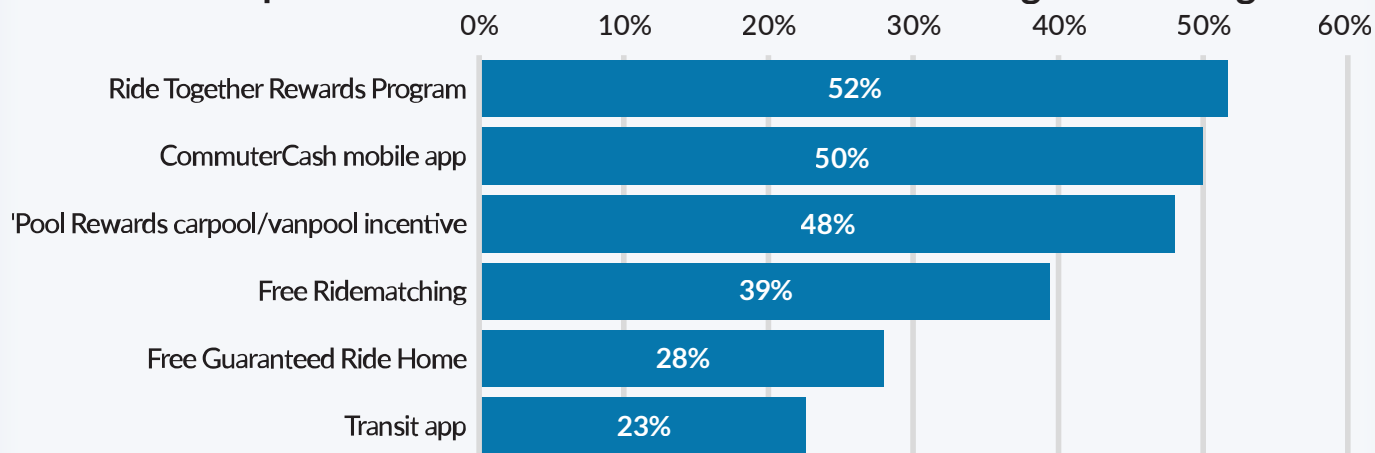
Walking/Running

1% → 5%

While driving alone increased slightly as telework declined, not all of that shift went toward driving, with transit use and walking also increasing. Interest in learning more about transit, scooters, and walking also grew by the end of the pilot.

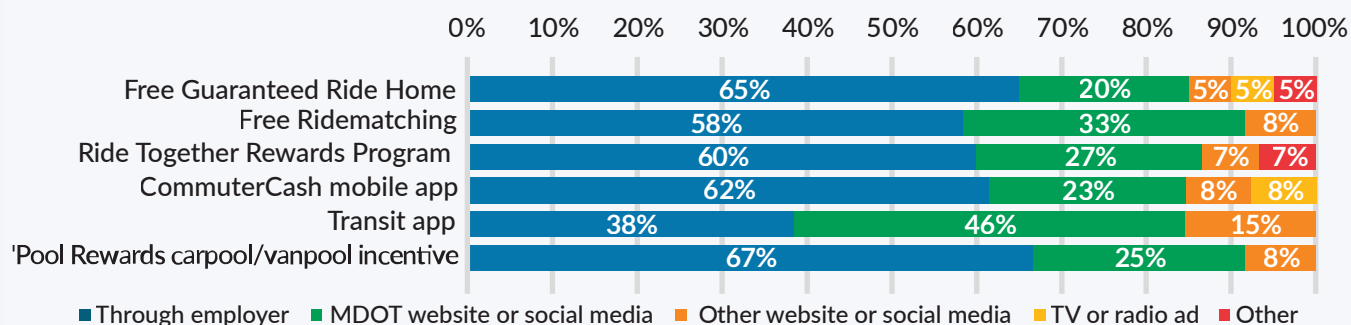


Share of Respondents who Learned about Resource/Programs During Pilot



Up to 52% of respondents (depending on the resource/program) **only learned about CCM resources/programs during the pilot.**

Resources/Programs Sources of Awareness



Most respondents learned about CCM resources/programs **through their employer.**

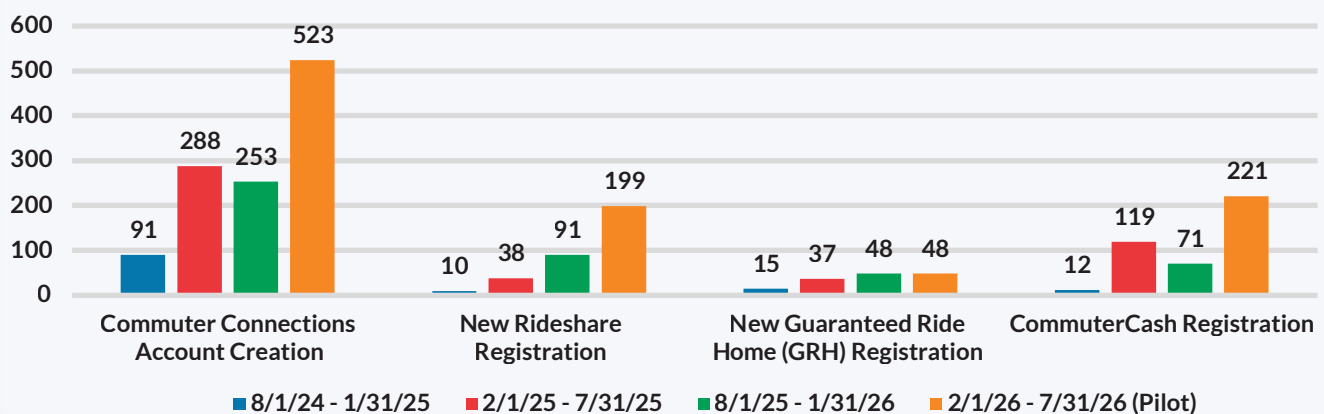
Effects of the pilot:

- **Driving alone remained the most common commute mode**, with 12% of respondents reporting fewer drive-alone days during the pilot. Transit and walking also increased, while the increase in driving alone did not fully offset the decline in telework.
- **Familiarity with CCM programs varied across resources**, indicating that simply increasing awareness of existing commuter benefits is one of the highest-value things CCM can do.
- **Interest in non-drive-alone options increased**, with more respondents interested in learning about transit, scooters, and walking following the pilot.
- **Half of respondents reported that they first learned about CCM's resources during the pilot.** Among respondents who reduced driving alone, 23% reported that a commuter benefit contributed to the change.

What the program registration data showed:

- Compared to the previous six months, during the pilot period:
 - Commuter Connections account creation doubled.
 - Rideshare registrations doubled.
 - CommuterCash registrations tripled.

Program Registrations





What the year-over-year regional travel flow data showed:

20%

**increase in boardings
at bus stops**

within a mile of the corridor

*Compared to a 13% increase
systemwide.*

7%

**increase in boardings
at light rail stations**

along the corridor

*Compared to a 2% increase
systemwide.*

10%

decrease in share of trips
that entered the corridor
during the AM Peak or left
during the PM Peak

*Among all vehicle trips that
used the corridor.*

Potential Impact of Future Programs:

Since few employees took both surveys, it was difficult to accurately estimate the pilot's impact on employee behavior. However, survey responses showed that some employees changed their commute habits because of the program. We can estimate the potential impact that future programs could have by making data-based assumptions about employee behavior based on the survey responses we received. Assuming that 2.5% of employees change their behavior because of the program and choose a non-SOV mode once a week, we could expect to see the following impacts for every 1,000 employees that an employer coordinator engages with:

2,045

**fewer SOV trips
annually**

50,700

fewer VMT

18,100

**fewer tons of GHG
emissions**

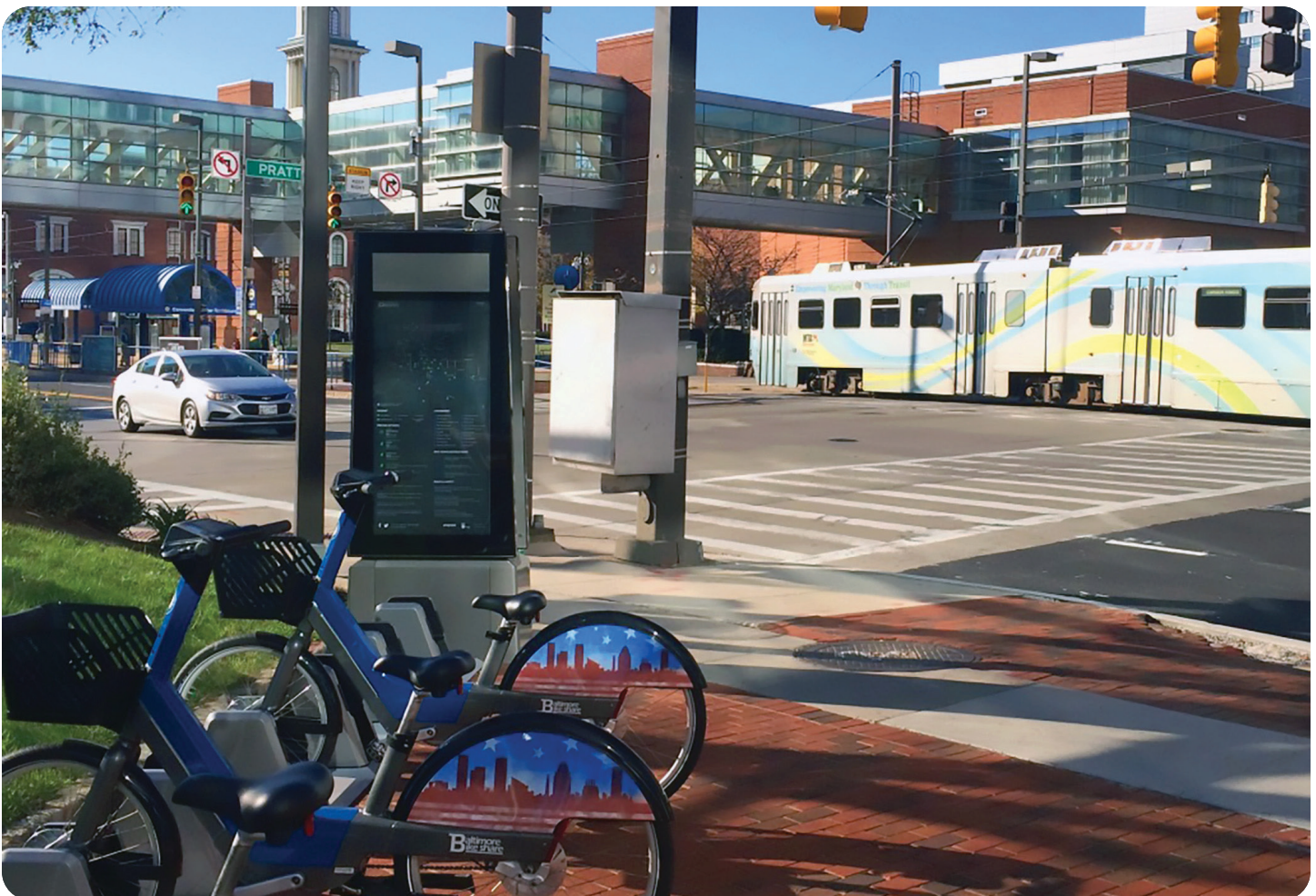
2,000

**fewer gallons of gas
consumed**



Key lessons learned:

- **Track the same people over time, not just the aggregate.**
 - Few employees completed both the start- and end-of-pilot surveys, which made it hard to isolate real individual-level behavior change. Consider incentives and other ways to encourage survey completion by the same group.
- **A six-month, single-corridor pilot won't move regional-scale numbers, and that's OK.**
 - We built out tracking for metrics like VMT and emissions reduction now so CCM has a consistent way to track impact as these efforts scale, not because we expected this pilot alone to shift congestion or emissions data.
- **Maintain ongoing engagement with employers to encourage sustained participation and reach a diverse mix of employees.**
 - Sustained outreach across multiple channels—including email communications, one-on-one engagement, and targeted reminders—was necessary to ensure employers promoted the survey and encouraged completion within the requested timeframe.





Get In Touch

Contact us!

Email: commuterchoice@mdot.maryland.gov

Phone: 410-865-1100



@CommuterChoiceMD
CommuterChoiceMaryland.com