

TECHNICAL MEMORANDUM

To: Grace Bogdan
Florence Dwyer
From: Maribel Donahue
Katie Wagner, PE, PTOE
Date: October 17, 2025
Subject: Holton-Arms School Revised Transportation Management Plan (TMP)

1. Introduction

The following document describes the transportation management strategies to be employed by the Holton-Arms School ("School") as part of the proposed enrollment increase at its campus at 7303 River Road, Bethesda, MD. As part of the project, the School proposes a maximum enrollment of 870 students during the school year and a maximum registration cap of 970 summer campers. The project is under review as Special Exception Modification Case CBA-1174-E before the Board of Appeals.

Holton-Arms School is committed to promoting sustainable transportation practices and minimizing traffic impacts on the surrounding community. This Transportation Management Plan (TMP) outlines the School's approach to managing site operations, encouraging alternative transportation modes, and monitoring progress toward the following transportation goals:

- Minimize the number of vehicles entering and exiting the school site during the peak periods by increasing school bus ridership and carpooling, promoting non-auto modes of transportation, and dispersing school traffic over a longer time period.
- Efficiently utilize the site's internal roadway configuration, access point, and parking facilities to accommodate all pick-up/drop-off activity and parking demand on-site.
- Provide welcoming facilities for students and faculty/staff members who walk, bike, or use transit to commute to school.
- Provide and enforce education programs for parents and faculty/staff members to encourage adherence to the Transportation Demand Management (TDM) strategies outlined herein.

The School will monitor the TMP as it continues to grow and implement adjustments, as necessary, in coordination with the Montgomery County Department of Transportation (MCDOT), the Maryland Department of Transportation State Highway Administration (SHA) and the Montgomery County Planning Department (MCP).

The TMP consists of the following elements:

- **Operations Overview** summarizing requirements related to site access, on-site parking, and traffic circulation.
- **Transportation Demand Management (TDM) Strategies** to reduce and address the School's trip generation impact on the surrounding transportation network.
- **Monitoring/Reporting Plan** consistent with the School's existing annual reporting requirements to the Board of Appeals.

2. Operations Overview

As part of the TMP, the Holton-Arms School will continue to implement measures to govern all access, parking, and pick-up/drop-off with the goal of minimizing potential impacts to the surrounding roadway network.

Exhibit 38 (a)
OZAH Case No: CBA-1174-E

A. Typical School Year Daily Operations

During the school year, students arrive at 8:00 AM and dismissal takes place at 3:30 PM. The lower school has a significant number of students that participate in programming that dismisses at 4:30 PM. Athletics and other extracurricular activities also dismiss after 3:30 PM.

B. School Year Bus Operations

The School will operate a bus program with a ridership goal of 36%, which at the full proposed enrollment of 870 students would result in at least 313 students registered in the school bus program-

The School will implement different strategies to increase overall bus ridership and average bus occupancy such as increased outreach and marketing strategies, optimized routing/bus stop locations, and/or expansion of the number of school bus routes.

The School currently operates 12 regular bus routes and an additional 4 late buses that serve 8 of the regular bus routes. Based on the average bus capacity of 44 students and an average bus occupancy of 16 students per bus during the 2024-2025 school year, the target bus ridership level of 36% can be accommodated within the existing 12 bus routes by increasing marketing and outreach efforts and optimizing bus routes/stop locations based on the evolving needs of the School's families/student population. In addition to marketing efforts, the School will invest in at least two (2) additional bus routes to accommodate the commuting needs of the increased student population as required.

C. Pick-up/Drop-off

Pick-Up and Drop-Off (PUDO) activities will be conducted on the campus, utilizing the site's interior roadway network to accommodate all queueing on the School's campus as depicted by Figure 1. The following protocol is in effect for pick-up/drop-off operations:

- All pick-up/drop-off operations take place in the loop adjacent to the front entrance for the upper school and the parking lot adjacent to the back entrance for the lower school.
- Staff members will be stationed at the pick-up/drop-off location to direct traffic and to assist loading students into the appropriate vehicle.
- Under no circumstances will pick-up/drop-off be permitted on River Road or outside the designated area.
- Staff members will also be stationed near the River Road intersection to monitor queues and adjust internal circulation as needed within campus to prevent school-related queueing on River Road.
- An additional staff member will be tasked with observing traffic conditions at the River Road and Royal Dominion Drive intersection/site entrance to communicate with staff stationed internally when adjustments to internal operations are needed to reduce the School's impact on external roadways.
 - This staff member will not be directing or managing traffic within the public right-of-way and will solely be tasked with communicating when inbound traffic needs to be prioritized to prevent school-related queue spillback at the River Road intersection.
- Vehicles will be identified based on carpool numbers posted on their windshields, allowing staff members stationed at the main parking lot entrance to notify staff members at the PUDO zones (shown in Figure 1) to organize carpool groups ahead of time for a more efficient pickup.

The requirements concerning all access and circulation rules are sent out annually. They are also posted on the website for all parents, students, and personnel.

All on-site pedestrian infrastructure will include clearly marked crosswalks and wayfinding signs to guide students, parents, and staff/faculty to the school entrance. All PUDO operations will occur curbside within the pick-up/drop-off area near the main entrance to minimize pedestrian-vehicle interactions. Passenger pick-up/drop-off and pedestrian operations will be separated from the bus operations, eliminating any bus-student conflicts. A circulation graphic is shown in Figure 1.

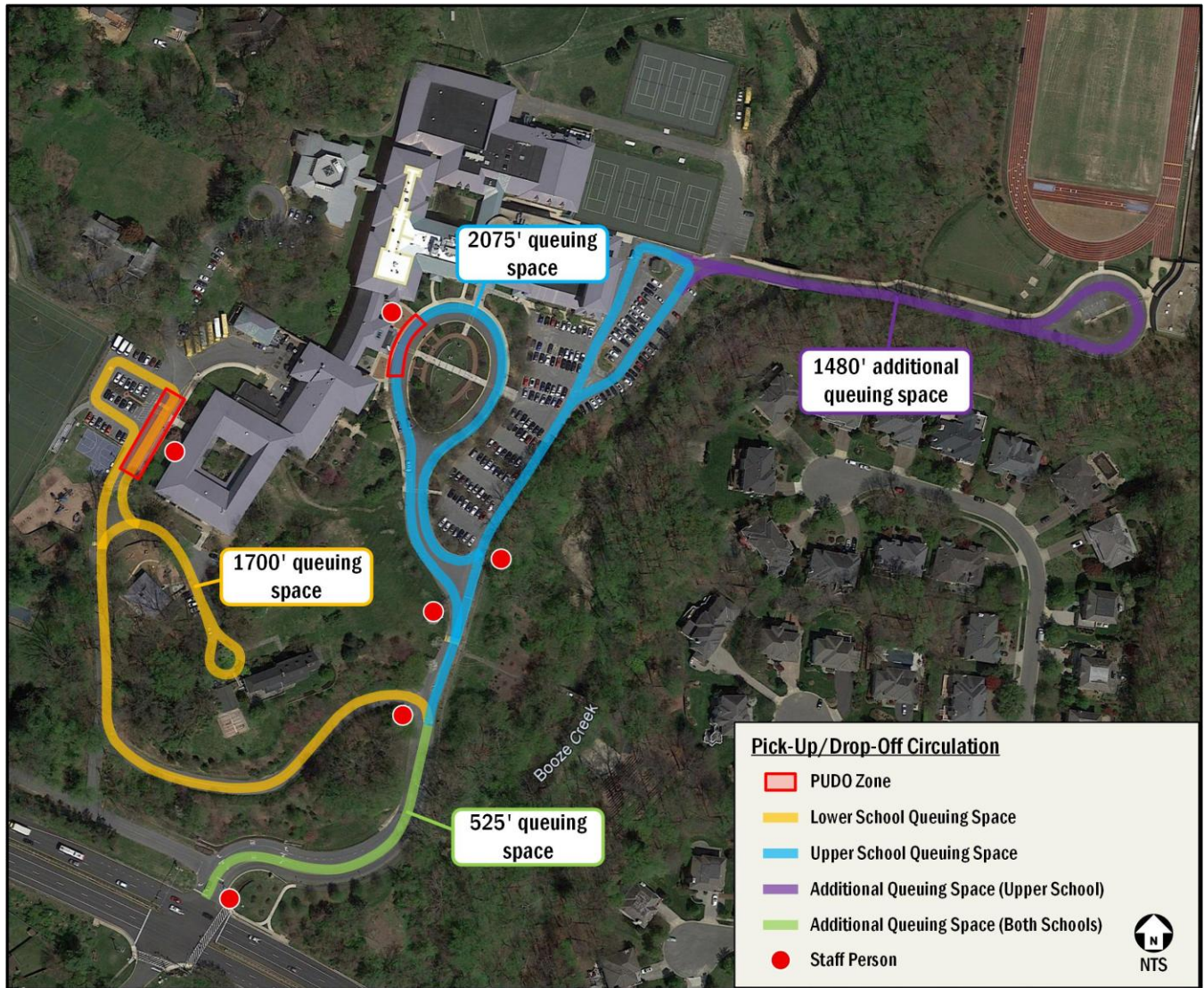


Figure 1: Pick-Up/Drop-Off Circulation

D. Parking

There are currently 310 parking spaces in total on the Holton-Arms Campus. 85 parking permits are issued to student drivers. The number of student parking permits allowed by the School will not increase with the additional enrollment. Student parking areas will be monitored to enforce permit requirements and ensure unauthorized vehicles are not parking on-site. Only seniors and juniors are allowed to park on campus. Parking for after-school and event activities will be coordinated by the Director of Facilities and Operations. The School has agreements with three (3) neighboring partners to accommodate overflow of up to 160 spaces for large events, ensuring adequate parking will be available for all scheduled activities. Shuttles are offered from off-site parking locations during large events.

E. Typical Summer Operations

The Holton-Arms School Summer Programs serve campers from age 4 to 18. Modified summer camp operations are proposed to stagger morning arrivals and dismissals to limit the impact of summer camp operations with the proposed enrollment increase. Depending on their program, campers will arrive by 9:00 AM, 9:30 AM, and 12:00 PM. Dismissals for camp programs will take place at 12:00 PM, 3:00 PM, 3:30 PM, and 4:00 PM. Before and After Care programs will continue to be offered during summer operations, starting at 7:30 AM and ending at 6:00 PM to further limit the impact of summer camp operations.

Table 1 provides a summary of existing and proposed summer operations.

Table 1: Summer Program Operations

Summer Program	Existing Summer Operations			Proposed Modified Summer Operations		
	Existing Start Time	Existing Dismissal	Existing # of Campers	Future Start Time	Future Dismissal	Proposed Future # of Campers
Before/After Care Program						
Before/After Care	7:30 AM	6:00 PM	11% AM and 16% PM for full session enrollment. Weekly and drop-in service available.	7:30 AM	6:00 PM	Increase in participation anticipated with the staggered start/end times. At least 11% AM and 16% PM for full session enrollment. Weekly and drop-in service will continue to be offered.
Main Summer Camp Programming						
Creative Campers	9:00 AM	3:00 PM	500	9:00 AM	3:00 PM	615
Creative Kids	9:00 AM	3:00 PM	165	9:30 AM	3:30 PM	190
Sports Camps						
Sports and Discovery (full)	9:00 AM	3:00 PM	91*	9:30 AM	4:00 PM	100
Sports and Discovery (half)				9:00 AM	12:00 PM	25
Sports and Discovery (half)		N/A		9:30 AM	12:00 PM	25
Sports and Discovery (half)				12:00 PM	4:00 PM	15
Total	Existing Summer Registration Cap		665	Proposed Summer Registration Cap		970

* Existing sports and discovery summer programming does not overlap with the Creative Campers/Creative Kids sessions.

F. Summer Program Bus Operations

With the increase in Summer Program enrollment, the School will maintain a camper ridership of 16% consistent with its existing Summer Program bus ridership. In addition to campers, camp counselors/staff are eligible to ride the bus and the School will continue to promote and incentivize its summer bus program to both campers and staff, as detailed in Section 3.B.iii. In addition to increased marketing and outreach efforts, the School will also invest in at least two (2) additional summer bus routes to accommodate the increased registration cap. The School will monitor summer bus ridership and offer additional and/or adjusted bus routes as needed.

G. Before- and After-Care Programming

As is noted in Table 1, before-care will be offered starting at 7:30 AM, and after-care will be offered until 6:00 PM. The staggered start and end times for the various summer camp programs will encourage further before/after care participation which is an effective means of dispersing trip generation impacts, as families with multiple campers enrolled in the summer program are more likely to use extended-care if their campers have different start and end times.

3. Transportation Demand Management (TDM) Strategies

Transportation Demand Management (TDM) is the application of requirements and strategies used to reduce travel demand or to redistribute demand to other times of the day with reserve capacity. TDM efforts involve the development of strategies, programs or initiatives that shift travel behavior to create the most efficient use of available transportation infrastructure. The most successful TDM strategies are those that are customized and realistic for the targeted population in order to have a lasting impact once implemented. The TDM strategies developed for the School focus on reducing the demand of single-occupant, private vehicles during peak period travel times or on shifting single-occupant vehicular demand to off-peak periods. The TDM strategies are intended to be flexible in order to respond to changes in school demographics, technology, transportation services, and various mitigation options available. Accordingly, it is envisioned that over time new approaches in addition to those listed below will be identified and programs developed to respond to these changes.

The School is committed to reducing the single occupancy vehicles traveling to and from its campus and to that end separately worked with a TDM specialist from Wells & Associates to help the School analyze its existing bus and carpool programs – the goal being to develop strategies that maximize utilization and further reduce the School's trip impacts on the surrounding roadway network.

The following strategies are proposed as part of the School's TDM "toolbox":

A. General TDM Strategies:

- Designate a School Transportation Coordinator (STC) who will be responsible for organizing, marketing, and executing TDM strategies. The STC role and responsibilities may be part of other duties and responsibilities assigned to the individual.
- The Director of Communications, Director of Facilities and Operations, and STC will serve as liaisons to MCP, SHA, MCDOT, and the community.
- Maintain a transportation section on the School's website with up-to-date information regarding all existing and future transportation options available to students, parents/guardians, and employees, including but not limited to public transportation, school-provided bus service, biking facilities and other amenities (including campus bicycle parking).
- Conduct print and digital marketing and outreach events to encourage school bus ridership, transit use, carpooling, and alternative modes of transportation.
- **The specific strategies detailed below are subject to change in the event the School is required to implement additional measures to meet TMP goals.**

B. TDM Strategies for Students:

i. Carpooling

A significant number of students and staff participate in carpooling. Currently, approximately 21% of students arrive by carpool, either with other students or with a family staff member. The School intends to further increase this number to approximately 24% using the following strategies:

- Provide an expanded carpool program to increase average vehicle occupancy for the School.
- Actively promote carpooling by providing links to the carpool matching website on the School's homepage and by providing fliers, emails, and/or other informational materials regularly.
 - The School will incorporate carpool information sessions into annual events and recurring meetings.
- Carpool matching will be available through the School's "Parent" portal, which maps out student home locations, allowing parents to easily find and contact nearby Holton-Arms families. Once carpools are assembled, they will be assigned an account number and added to the School's carpool registry, available at the School's reception desk.
- Carpooling students will be provided 4 bus passes per month to ensure they have transportation to school in the event that their carpool cannot take them.
- Families who are not enrolled in bus transportation will receive carpool matching lists detailing potential carpool partners at a neighborhood level.

ii. School Bus Program

- Holton-Arms School will continue to offer a robust school bus program that will be actively promoted to existing and new families. The school bus program will be continuously monitored and adjusted to maximize school bus ridership levels and better meet the needs of Holton families.
- The School will monitor and adjust bus pricing strategy to promote ridership along routes with high potential for students to use the school busing program.
- The School will operate a bus program with a minimum of 12 school-operated bus routes during the school year and a minimum of 7 school-operated bus routes during the summer and will implement 2 new bus routes for both the school year and summer period as demand requires.
- As stated previously, the School will operate a bus program with a ridership goal of 36%, at least 313 students of the proposed 870 student enrollment during the school year are expected to ride the bus in future conditions.

- The School will add stops in neighborhoods with high ridership potential (a high concentration of students) as demand requires.
- The future summer bus program with the expanded summer camp enrollment is expected to maintain ridership levels consistent with ridership percentages of existing conditions.
- The bus program will be promoted via regular email communication, the School's website, and print materials.
- The School will conduct neighborhood specific marketing to increase ridership in areas with potential new bus routes or where the opportunity for more riders exists.
- The School will host an annual event promoting its bus services, allowing families to engage with the bus to increase comfort and respond to questions. This may be held as a part of another event.

iii. After-School Programming

- Similar to other schools in the County, Holton-Arms has a high level of participation in their extracurriculars, with robust after-school programming, that serves to disperse travel demand and reduce impacts. All extracurriculars dismiss after 3:30 PM at various times throughout the afternoon into the early evening. After-school programming will continue to be offered in the future alongside expanded TDM efforts.

iv. Incentives

- Encourage students to take advantage of the Youth Cruiser card - a SmarTrip card that provides free rides on all MCDOT buses and most Metrobuses within the County, to Montgomery County residents under 19 years old.
- If necessary to achieve the 36% bus ridership goal of the TMP, the School will offer incentives for students and families to be encouraged to ride the bus. These may include, among other things, the following:
 - Free breakfast for students riding the bus
 - Reduced pricing for before/after school care and programming
- Significant discounts for sibling riding the bus\The School will evaluate the potential for students or family incentives to further encourage bus ridership through future surveys and adjust the program accordingly.

v. Outreach and Education

- The approved TMP will be posted on the School's website. The TMP will be monitored, evaluated, and amended over time as needed to achieve its goals, as circumstances change and operating conditions warrant.
- All requirements concerning the TMP will be sent out annually. They will also be posted on the website for all parents and personnel.
- The School's newsletters will include regular transportation updates reminding parents, students and staff of requirements.
 - In particular, a standing reminder will be included that strongly discourages parents, students and staff (other than those who are also dropping off or picking up students at/from The Primary Day School) from using the Al Marah neighborhood roads to access the campus entrance at Royal Dominion Drive, and that Holton-Arms expects its school community to exemplify responsible driving behavior at all times which requires strict adherence to posted speed limits on public roads.
- The School will provide outreach and education events to stress the importance of using non-auto modes of transportation and make information more readily available.

C. TDM Strategies for Faculty/Staff:

i. Carpooling

- Provide carpool match lists to facilitate carpooling for faculty/staff to increase the average vehicle occupancy for the School.
- Encourage carpooling through staff announcements, new hire materials, and other channels.
- The School will extend its carpool matching program, detailed in section 3.B.i, to its faculty and staff.
- Enroll in Guaranteed Ride Home, which provides employees who regularly take transit, vanpool, carpool, walk, or bike to work with a reliable ride home when an unexpected emergency arises.

ii. Incentives

- The School will offer a monthly \$30 subsidy for those participating in a carpool.
- The School will provide carpool participants with an annual gas card of at least \$200 in value.
- The School will offer a subsidized transit benefit to staff who commute to school by bus of up to \$100 per month, which would cover the cost of using the nearby Metrobus.

iii. Outreach and Education

- Inform staff of the transportation management measures designed to make their commute to and from the School a more pleasant experience. Information packages will be sent to every staff member at the beginning of the school year and at the beginning of the spring semester that promote safe and efficient routes to and from the School.

4. Monitoring/Reporting Plan

To ensure that the TDM strategies and operations are functioning as intended, the School will submit a Transportation Management Report every year to the Board of Appeals, Montgomery Planning, MCDOT, and SHA. Elements of the Annual Report will include:

- Site driveway counts
- Site trip distributions based on count data to understand direction of travel for vehicles entering and exiting the School
- Transportation coordination and designated school transportation coordinator
- Carpooling policy
- Public transit availability and use
- Update on the School's bus program, including routes and arrival/departure times and ridership data
- Efforts to limit personal vehicle use by students and staff
- Traffic improvements made by the School
- Current school enrollment
- The Fine and Performing Arts Adjunct Program and its enrollment
- The Early Childhood Development Program and its enrollment
- The schedule of on-campus activities
- Creative Summer Camp: programming and enrollment
 - Camp sessions and scheduling
 - Enrollment
 - Bus service
 - Extended care
 - Carpooling statistics and car line counts by session
 - Pick-up/drop-off procedures
 - Campers arriving with staff members
 - Transit use
 - Number of campers or staff walking or biking