

Annex C (informative)

Extended version of QMSMM questionnaire

C.1 Introduction

This checklist should be used as a self-evaluation form or as a part of a certification process.

C.2 Ladder of development

Level	Description
0	No evidence at all/We are not active in this field/We have no information
1	Very little evidence/We are planning to do this or we have done this sporadically or ad-hoc/We have some anecdotal information
2	Some evidence/We are implementing this and/or have done this a couple of times or at a small number of sites/We have information related to some areas
3	Rather strong evidence/We have implemented this and have done this regularly or at many sites/We have good information (if necessary divided into specific areas and target groups)/We check if we do things the right way
4	Strong evidence/We have implemented this and are regularly reviewing this in a systematic way (and adjust if necessary)
5	Excellent evidence/We work in a systematic and innovative way and we have good results (or more innovation) compared to other organizations

C.3 Component 1: Mobility management Policy

C.3.1 Element 1: User and society needs

The mobility behaviour and the needs of the users are important factors for determining the MM-policy. How does the city find out the needs of the users and how are they involved? The public support for MM and sustainable transports is also important.


	Questions element 1	Scores 0 - 5 ^a					
		No evidence				Excellent evidence	
		—————→					
1	Are the mobility behaviour and the needs of the city's inhabitants and visitors well known? (for example information about modal split, travel habit surveys etc)	0	1	2	3	4	5
2	Are the mobility behaviour and the needs of specific target groups for mobility management well known (e.g. children, youngsters, visitors, citizens, commuters etc.)?	0	1	2	3	4	5
3	Is the city's intention of MM communicated to the wider audience? (events, leaflets, articles in media etc)	0	1	2	3	4	5
4	Are legal and organizational contexts and the possibilities for action and support sufficiently known?	0	1	2	3	4	5
5	Does the city involve stakeholders and the broader audience in the MM-process, for example in the development of the city's MM-policy or in the design of services?	0	1	2	3	4	5
6	Are tailor made actions set up in order to communicate and convince decision makers, senior management and stakeholders about the importance and advantages of MM ?	0	1	2	3	4	5

^a See ladder of development (C.2) for more information on scores.

Comments regarding society and user needs (element 1):


C.3.2 Element 2: Policy on paper

The vision and mission of mobility management (MM) should be formulated into a policy with a demand-oriented approach. The policy should be integrated into the overall local transport policy and it is important that it is accepted and supported by the senior management and politicians.

	Questions element 2	Scores 0 - 5 ^a					
		No evidence				Excellent evidence	
							
1	Are the intentions and ambitions of MM formulated into a policy document with a demand-oriented approach? (separate or as part of a Sustainable Transport Plan or similar)	0	1	2	3	4	5
2	Is the MM-policy mentioned and integrated in the overall transport policy and other relevant policies such as planning, environment, housing, economics, communication, tourism?	0	1	2	3	4	5
3	Is the MM-policy supported and formally approved by management of the transport department, local political bodies or similar?	0	1	2	3	4	5
4	Is the MM-policy document a living document that is reviewed regularly (for example with respect to environmental changes)?	0	1	2	3	4	5
5	Is the MM-policy in line with legal and regulatory frameworks?	0	1	2	3	4	5
^a See ladder of development (C.2) for more information on scores.							
Comments regarding Policy on paper (element 2):							

C.3.3 Element 3: Leadership

In order to work with MM in a systematic way someone has to have the overall responsibility. To ensure success the commitment and leadership of the top management, head of transport department and local political body or similar, are crucial. MM-coordinator has a key role to play in building awareness and motivating the employees.

	Questions element 3	Scores 0 - 5 ^a					
		No evidence				Excellent evidence	
							
1	Does the local political body and the head of transport department or similar know what MM is and understands that it is important?	0	1	2	3	4	5
2	Is there a wide-spread knowledge in the city's administration of what MM is and what it can accomplish?	0	1	2	3	4	5
3	Does anyone within the city's administration take up the overall responsibility of the MM-policy (MM-coordinator, either formalized or not)?	0	1	2	3	4	5
4	Does the MM-coordinator motivate and support the MM-team in their daily work?	0	1	2	3	4	5
5	Are mobility management measures and infrastructure measure treated equally within the decision making process?	0	1	2	3	4	5
6	Is the MM-coordinator invited to take part in discussions with senior management and political level and is it possible for the MM-coordinator to put mobility management issues on the agenda?	0	1	2	3	4	5
7	Is the MM-coordinator (regularly) consulted in important strategic decisions, for example in planning new developments?	0	1	2	3	4	5
8	Is the MM-coordinator invited to take part in regional, national and international networks to exchange experience (i.e. is the MM-coordinator acknowledged outside the city)?	0	1	2	3	4	5


^a See ladder of development (C.2) for more information on scores.

Comments regarding leadership (element 3):

C.4 Component 2: Mobility management strategy


C.4.1 Element 4. MM-programme

An important part of planning is to identify mobility management measures, defining objectives and targets and establish a MM-programme.

	Questions element 4	Scores 0 - 5 ^a					
		No evidence				Excellent evidence	
							
1	Does the city have a MM-programme with MM measures that is approved by MM-team, senior management of the transport department and/or local political bodies?	0	1	2	3	4	5
2	Is the MM-programme in line with the MM-policy and the wider transportation strategy?	0	1	2	3	4	5
3	Does the MM-programme include a multimodal strategy with a mix of measures to ensure accessibility for all?	0	1	2	3	4	5
4	Does the MM-programme cover MM-measures towards a wider range of target groups or segments (according to inhabitant, tourists, trip purpose, age, transport mode etc)?	0	1	2	3	4	5
5	Does the MM-programme include the following: objectives and targets, indicators and monitoring data, time schedules, requirements concerning resources and responsibility?	0	1	2	3	4	5
6	Does the programme include short, middle and long term MM-measures?	0	1	2	3	4	5
7	Do you work with tailor made services for specific target groups based on knowledge, available statistics and/or specific surveys?	0	1	2	3	4	5
8	Is the strategy based on a review of the already existing MM-measures, if applicable?	0	1	2	3	4	5
9	Are the targets of the mobility management services in mutual support of the targets for sustainable development in health, land use, local economics and other departments?	0	1	2	3	4	5
10	Are priorities given to actions and measures with respect to feasibility in order to achieve pre-set goals?	0	1	2	3	4	5
^a See ladder of development (C.2) for more information on scores.							
Comments regarding MM-programme (element 4):							


C.4.2 Element 5: Human resource management

Continuity of staff, training, awareness and competence are key issues for a successful implementation of mobility management measures. The knowledge necessary for achieving the targets should be identified.

	Questions element 5	Scores 0 - 5 ^a					
		No evidence				Excellent evidence	
							
1	Has the city an organization and/or responsible division for MM (MM-team)?	0	1	2	3	4	5
2	Are human resources and funding available to implement mobility management services?	0	1	2	3	4	5
3	Is know-how available with respect to marketing and communication in order to deal with the targets groups (within the team and/or through subcontracting)?	0	1	2	3	4	5
4	Is sufficient know-how available with respect to transport and mobility planning (within the team or through subcontracting or cooperation with transport department)?	0	1	2	3	4	5
5	Is sufficient know-how available with respect to sustainability (within the team or through subcontracting or cooperation with environmental department)?	0	1	2	3	4	5
6	Are time and funding available for training and exchange of knowledge and information with others (networking)?	0	1	2	3	4	5
7	Is the continuity in the mobility management implementation assured with the current staff?	0	1	2	3	4	5
8	Is the MM-team committed to their mission and actively involved in the planning or design of mobility management projects?	0	1	2	3	4	5
9	Is the MM-team innovative ?	0	1	2	3	4	5
^a See ladder of development (C.2) for more information on scores.							
Comments regarding Human resource management (element 5):							


C.4.3 Element 6: Partnerships

Partnerships are important for an effective implementation of mobility management measures; does the MM-process include partnerships, with whom and how are they involved?

	Questions element 6	Scores 0 - 5 ^a					
		No evidence				Excellent evidence	
							
1	Does the MM-process include partnerships between important partners such as public transport authorities, road administration, schools, companies etc?	0	1	2	3	4	5
2	Are partnerships regarding MM-projects and measures formalized within working groups, charters, etc.?	0	1	2	3	4	5
3	Are responsibilities and tasks of partners clearly specified and is the commitment of all partners secured?	0	1	2	3	4	5
4	Are relevant partners involved to give input and feed-back on planned MM-activities?	0	1	2	3	4	5
5	Are relevant partners involved to offer manpower to implement the measures?	0	1	2	3	4	5
6	Are relevant partners involved to provide finance?	0	1	2	3	4	5
7	Are channels of communication established to exchange information between partners (meetings, IT-tool for communication)?	0	1	2	3	4	5
8	Are conflicting interests between stakeholders taken care of?	0	1	2	3	4	5
^a See ladder of development (C.2) for more information on scores.							
Comments regarding Partnerships (element 6):							

C.4.4 Element 7: Budget


A consistent long-term budget is crucial in order to sustain the continuity needed for achieving results of MM-measures. There should also be a budget for evaluation and monitoring of MM-measures.

	Questions element 7	Scores 0 - 5 ^a					
		No evidence				Excellent evidence	
							
1	Do you have a funding for mobility management measures?	0	1	2	3	4	5
2	Do you have an external funding for mobility management measures in order to buy the technology, equipment, products and consultants needed?	0	1	2	3	4	5
3	Is the funding for MM regular and consistent? (long-term budget, ear-marked money for MM)	0	1	2	3	4	5
4	Is there a funding for evaluation and monitoring of MM-measures?	0	1	2	3	4	5
5	Have different possible channels of finance been utilized?	0	1	2	3	4	5
6	Is effort put in searching for a long term financial planning?	0	1	2	3	4	5
7	Are contacts managed to dispose of facilities needed to implement the MM-services (e.g. technical/logistical support, police escort etc)?	0	1	2	3	4	5
8	Do you have the information technology needed to deliver high mobility products and/or services at your disposal?	0	1	2	3	4	5
^a See ladder of development (C.2) for more information on scores.							
Comments regarding budget (element 7):							

C.5 Component 3: Mobility management Implementation


C.5.1 Element 8: Categories of MM-measures

Mobility management measures should focus on the needs and be adapted to the characteristics of sites such as school and company travel plans. For each measure targets and monitoring data, responsibility, budget and timing is needed in order to measure effects and to learn from it.

	Questions element 8	Scores 0 - 5 ^a					
		No evidence				Excellent evidence	
							
1	Does the city provide information and advice about sustainable travel options to (potential) travelers through a range of different media?	0	1	2	3	4	5
2	Does the city organize awareness raising activities to promote and encourage the use of sustainable options in place?	0	1	2	3	4	5
3	Does the city offer, organize and coordinate various types of MM-services across an area to provide an alternative to sole car occupancy such as a car pooling and car sharing service, flexible cycle hire, on demand PT services, etc?	0	1	2	3	4	5
4	Does the city within the city administration provide an alternative to sole car occupancy such as a car pooling and car sharing service, flexible cycle hire, on demand PT services, etc?	0	1	2	3	4	5
5	Does the city integrate mobility management into education in schools?	0	1	2	3	4	5
6	Does the city integrate mobility management into training of staff (in the city administration)?	0	1	2	3	4	5
7	Does the city organizes site-based mobility management measures connected to traffic generating sites such as schools, companies, sports and leisure event venues, hospitals?	0	1	2	3	4	5
8	Does the city within the city administration adopt measures to reduce the need to travel by substituting telecommunications for travel, or reorganizing working practices?	0	1	2	3	4	5
9	Does the city work with MM-measures towards companies that include services to reduce the need to travel by substituting telecommunications for travel or reorganizing working practices?	0	1	2	3	4	5
^a See ladder of development (C.2) for more information on scores.							
Comments regarding categories of MM-measures (element 8):							

C.5.2 Element 9: MM-supportive measures


Supportive measures such as infrastructure improvements, tax incentives and legal requirements may not be implemented directly to manage mobility, but they can have significant impact on the effectiveness of MM. They can affect the cost of travel by car or other modes, or make the environment more conducive to the introduction of MM measures.

	Questions element 9	Scores 0 - 5 ^a					
		No evidence				Excellent evidence	
							
1	Does your city combine MM with (physical) improvements for public transport and bicycle?	0	1	2	3	4	5
2	Is there a development plan for bicycle and public transport improvements (and a positive trend for traveling by bike or public transport)?	0	1	2	3	4	5
3	Does your city have parking management in place in order to influence the number of people choosing to travel to a site by car (pricing, rationing, limiting, cash-out)?	0	1	2	3	4	5
4	Does the city require or encourage new developers of a site to implement mobility management?	0	1	2	3	4	5
5	Has the city tax changes in place to make the use of sustainable transport modes more attractive compared to sole car driving?	0	1	2	3	4	5
6	Are there location efficient mortgages where interest rates are lower if the house buyer chooses a location that reduces the cardependence?	0	1	2	3	4	5
7	Does the city have a congestion charging system in place, if relevant?	0	1	2	3	4	5
^a See ladder of development (C.2) for more information on scores.							
Comments regarding MM-supportive measures (element 9):							

C.6 Component 4: Monitoring and evaluation


C.6.1 Element 10: User and society results

The city should have a plan for monitoring and evaluation and thus enhance the quality of mobility management conducted. This plan should contain both output indicators such as services offered and outcome indicators to measure impact effects such as reduction of CO₂ and impacts on traffic safety (Tools developed within the MAX-project could be used for this purpose). Sufficient time and funding need to be planned to conduct all measurements, to collect information, to analyse and report.

	Questions element 10	Scores 0 - 5 ^a					
		No evidence				Excellent evidence	
							
2	Do you monitor and evaluate output indicators of the services provided?	0	1	2	3	4	5
3	Do you monitor and evaluate outcome indicators on change in mobility behaviour, impacts on CO ₂ and traffic safety?	0	1	2	3	4	5
4	Do you monitor and evaluate the public's awareness of MM, sustainable transports and environmental issues?	0	1	2	3	4	5
5	To what extent are the targets of the different MM-measures achieved in terms of outputs and outcomes? (i.e are the results good?)	0	1	2	3	4	5
6	Are the targets of the individual measures formulated following SMART-principles (Specific, Measurable, Accepted, Realistic, Time related) or similar?	0	1	2	3	4	5
7	Are you collecting process related information?	0	1	2	3	4	5
8	Is sufficient know how available in order to collect and analyze data with respect to input, output, outcome? (e.g. how to set up surveys, how to analyze databases, ..	0	1	2	3	4	5
9	Has a transparent reporting structure been set up to present outputs and results?	0	1	2	3	4	5
10	Do you use the results in order to improve specific measures, the MM-programme and/or the complete MM-policy?						
^a See ladder of development (C.2) for more information on scores.							
Comments regarding user and society results (element 10):							


C.6.2 Element 11: Stakeholder feed-back

Knowing output and impact makes only sense if it's being interpreted, discussed and used for further improvements. Therefore, the results need to be discussed within the own mobility management team, fed back to all partners involved and communicated to the broader audience and to the political level. In the longer run, this transparency increases overall public support towards sustainable mobility

	Questions element 11	Scores 0 - 5 ^a					
		No evidence				Excellent evidence	
							
1	Are results presented to the wider audience?	0	1	2	3	4	5
2	Are results communicated to relevant stakeholders (public transport authorities, road administration etc)?	0	1	2	3	4	5
3	Are results communicated and discussed with the day-to-day mobility management team?	0	1	2	3	4	5
4	Are results communicated and discussed with head of transport department or similar and political level?	0	1	2	3	4	5
5	Are results presented and discussed upon with the main partners?	0	1	2	3	4	5
^a See ladder of development (C.2) for more information on scores.							
Comments regarding stakeholder feed-back (element 10):							

C.6.3 Element 12: Management review

At regular times, the functioning of the mobility management team needs to be assessed together with all involved parties. While taking some distance from project achievements and failures, it is useful to look at strengths and weaknesses of the current day-to-day practice and operational structures of the MM-team and main partnerships regarding policy, planning, implementation and evaluation. The aim is to define improvement actions to reach better quality.

	Questions element 12	Scores 0 - 5 ^a					
		No evidence				Excellent evidence	
							
1	Are you doing management reviews of your MM-work?	0	1	2	3	4	5
2	Are you using the results of the reviews for corrections and continual improvements of the MM-process?	0	1	2	3	4	5
3	Do you have an audit system?	0	1	2	3	4	5
4	Have relevant levels (senior management, political level, main partners and stakeholders) committed themselves to cooperate in this regular management review?	0	1	2	3	4	5
5	Are the results of the management review communicated to the wider audience?	0	1	2	3	4	5
6	Do you benchmark with other comparable cities?	0	1	2	3	4	5
7	Is the city considered to be in the frontline of mobility management?	0	1	2	3	4	5
^a See ladder of development (C.2) for more information on scores.							
Comments regarding management review (element 12):							