



CONNECT Beyond

A Regional Mobility Initiative

Transportation Choices: A Regional TDM Framework

8/26/2021



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Transportation Choices: A Regional TDM Framework

Our region is experiencing population growth, new development, and increased investment. Expanding mobility options and access to transportation is a way to make room for this growth while maintaining the region’s character and leveraging our assets. Areas that are seamlessly interconnected by a variety of transportation methods are far more likely to attract people, business, investment, and new opportunities. CONNECT Beyond is exploring the future of mobility, accessibility, and connectivity for the 12 counties in and around the Charlotte metropolitan region. Coordinated by the Centralina Regional Council and the Charlotte Area Transit System (CATS), CONNECT Beyond is a regional mobility initiative to create a unified regional transit vision and plan. Figure 1 shows the study goals.

FIGURE 1 CONNECT BEYOND STUDY GOALS

CONNECT Beyond Study Priorities

- Define a single, coordinated transit vision for the project study area that includes multiple transportation modes.
- Identify high-capacity transit corridors that build upon and complement the Charlotte Area Transit System (CATS) 2030 System Plan and other regional and local transportation plans.
- Strategize on key topics and methods for regional coordination that cross modes of transit as well as organizational and geographic boundaries.
- Develop action-oriented implementation approaches that support:
 - Improved mobility and access.
 - Effective, regionally coordinated transit investments.
 - Coordinated and resilient transit operations to meet the needs of a growing and changing region.
 - Environmentally sustainable investments and policies.
 - Advancement of equitable and community-driven improvements.

Transportation Choices is a regional framework for applying transportation demand management (TDM) strategies. It serves as a resource for counties, Metropolitan Planning Organizations (MPOs), local jurisdictions, and partner agencies working to manage travel demand and improve access to transportation options. This report identifies programs suitable



for the context of the CONNECT Beyond region, along with implementation actions needed to develop a coordinated region-wide initiative.

Three sources of information and analysis shaped the framework: Stakeholder Engagement, Peer Review, and a Regional Strategies Matrix. This report summarizes each area of study along with recommendations.

What is Transportation Demand Management (TDM)?

There are a variety of definitions for TDM. These varied definitions help us understand the broad nature of the concept and how important it will be as the region addresses transportation choices and investments moving forward. The Project Team reviewed several definitions, including those from the Federal Highway Administration (FHWA), the Association for Commuter Transportation, and the Mobility Lab. Based on this review, the Project Team developed the following definition.

Transportation Demand Management aims to reduce drive-alone vehicle trips through policies, pricing, and programs. The goal of TDM is to reduce congestion, improve air quality, and enhance safety and livability.

A more contemporary definition of TDM broadens the concept of maximizing travel choices, as illustrated in Figure 2.

Stakeholder Engagement

The CONNECT Beyond planning process sought input from stakeholders, public sector staff, and decision-makers to inform the regional framework for Transportation Choices. This included:

Stakeholder meetings

The project team hosted a series of meetings to better understand TDM's role in the region's shared vision. Meeting participants were selected based on their active role in regional TDM and/or transportation planning initiatives. Over the course of three meetings, the group discussed:

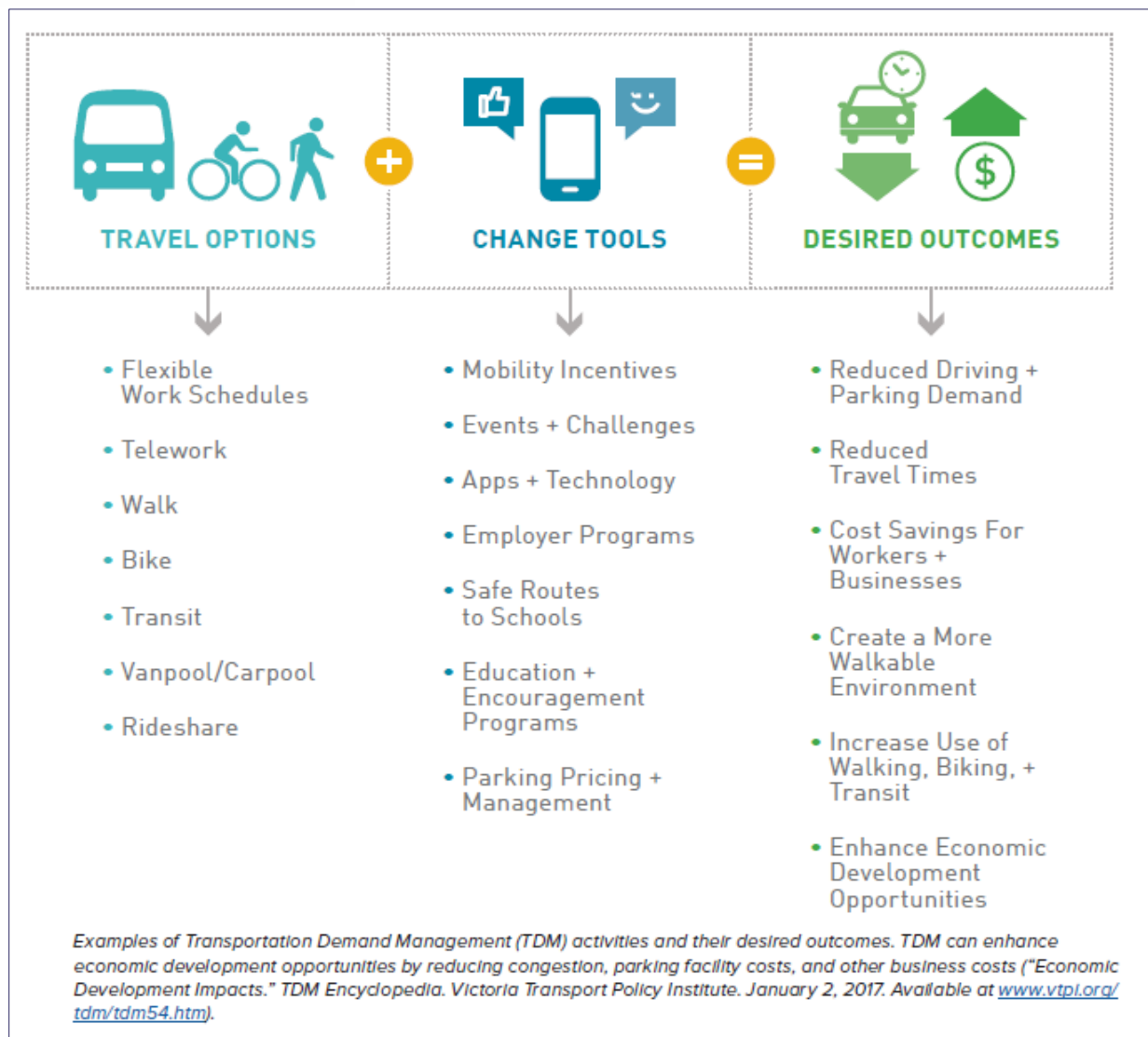
- Existing TDM Conditions and Review of Peer Communities' Approaches
- Potential Strategies for a Regional TDM Program, and
- Prioritization of a Regional TDM Framework and Next Steps.



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FIGURE 2 ILLUSTRATION DISPLAYING THE MECHANICS OF TRANSPORTATION CHOICES



Expanded education

During the study process, the project team sought to increase awareness of TDM and its potential role in the region's future. Target audiences included local government planners and regional partners with a mix of knowledge on the topic. Activities included a Centralina Learns webinar event held in April 2021 and a presentation by a peer agency leading TDM programs in June 2021, among others.



Joint Advisory Committee of CONNECT Beyond

The April 28, 2021 meeting of the Joint Advisory Committee of the CONNECT Beyond study included a summary of findings of the TDM research and analysis completed to-date and an opportunity for committee members to provide feedback and direction on Transportation Choices recommendations for the region.

Input received across all areas of stakeholder engagement yielded two key areas of consensus:

- Regional coordination of Transportation Choices initiatives will benefit the region's stakeholders and contribute to the success of the programs. Effective models of this already exist in North Carolina.
- A regional TDM manager will be needed. Through the engagement process, Centralina Regional Council was identified as the preferred agency to lead regional coordination of Transportation Choices.

Regional Transportation Demand Management (TDM) Peer Review Summary

The CONNECT Beyond study process included research of regional TDM Programs of four peer or aspirational peer organizations. The following section offers a review of Regional TDM approaches in peer regions to understand what they do, how they do it, how they are set up to do it, and the journey to get to where they are now.

The four agencies chosen for study were Denver Regional Council of Governments (DRCOG), Delaware Valley Regional Planning Commission (DVRPC), Triangle J Council of Governments (TJCOG), and Atlanta Regional Commission (ARC). These regional agencies vary in size, service area coverage, budget, and TDM programs. However, the agencies have specific characteristics that make them great models to learn from due to the regional scope of organizations, the region's size, bi-state regional focus, and/or location in North Carolina.

The peer review provides a profile of each of the agencies and key findings. The profiles and key findings can be used to help develop a framework for the CONNECT Beyond partners to provide TDM programs to this region to support the CONNECT Beyond goals for economic competitiveness, **transportation choices**, enhanced public transit, sustainable growth, equity, and environmental stewardship. In addition to the peer review of agencies, a list of TDM



programs and policies is included to provide an overview of potential TDM services that could be provided in the region in the future.

Partners in Regional TDM Programs

It takes partners working together to provide users with viable transportation choices to driving alone. It is important to understand that TDM programs at the regional level are not managed solely by single agencies. In all cases of the selected peer programs, the lead agency works in concert with a multitude of partners, state departments of transportation (DOTs), transit service providers, transportation management association/organizations (TMA/TMOs), counties, cities, and other regional and local agencies, institutions, and private sector partners.

An essential element and partner to regional TDM programs and services are transportation management associations/organizations (TMA/TMOs). A TMA/TMO is an administrative body designed to manage the transportation needs of a particular venue, district, or community. In most cases, TMAs are non-profit organizations, and TMA members usually control them. TMA/TMOs operate on various scales, with larger-scale organizations holding jurisdiction over entire cities or regions, and smaller-scale associations governing the transportation needs of medical facilities, shopping centers, business districts, or industrial zones, among others. They work directly with regional TDM programs to help implement and manage TDM programs. In addition, there are local service providers (LSP) that typically include transit agencies, universities, counties, and cities. LSPs provide similar TDM services, marketing, and outreach that TMA/TMOs offer. All of these varied partners are also considered TDM grantees, as they receive grant funds to implement and manage their programs. TDM grantees can also be direct service providers such as a bicycle share company, as long as they are funded by a TDM grant. In the CONNECT Beyond region, CATS and Sustain Charlotte are current TDM grantees.

To help illustrate who TMA/TMOs and LSPs are, below are a few examples from the TJCOG region:

- **GoRTP** - Established in 1999, GoRTP is the transportation management association (TMA) for the Research Triangle Park. Previously known as SmartCommute@rtp, the Research Triangle Foundation rebranded in 2018 to align more closely with regional partners. There are currently 300 member companies in the GoRTP program and membership is automatic for companies within RTP's boundaries.
- **UNPARK YOURSELF** - Duke University's Unpark Yourself program offers TDM services to almost 40,000 employees and over 15,000 students on the main campus as well as



worksite locations between Duke and downtown Durham. TDM services such as vanpool, carpool, Enterprise CarShare, escooters, bicycle fix-it stations and transit options are offered through the Parking & Transportation Services Department. Two and three-person carpools are discontinued, while four or more people receive free, convenient parking. All registered alternative commuters receive occasional parking as needed. Registered bicycle commuters are automatically enrolled in a national bicycle benefits program.

- **ORANGE COUNTY COMMUTER OPTIONS** - The Orange County Commuter Options (OCCO) program reduces traffic congestion and improves air quality through promoting ways to commute without driving alone. OCCO serves Orange County employees and employers in the Hillsborough area. Alternative commute options include biking, walking, car/vanpooling, transit, flexible work hours and teleworking.

Approach to Peer Review Research

The four peers that were chosen have characteristics that may provide insights to CONNECT Beyond partners in regard to developing a regional TDM program. The project team conducted interviews with three of the four identified peers and reviewed available on-line materials about the programs. Interviewees included: DRCOG, DVRPC and TJCOG. Unfortunately, ARC was not available for an interview due to an in-process procurement for a regional TDM plan, but the study team reviewed available program documents about ARC's Georgia Commute Options TDM program. The interviewed agencies provided a brief summary of the formation of their TDM program and provided valuable insight on how they approach TDM work from a regional perspective and how they operate their regional TDM program. They provided information on policies, funding, partners and lessons learned from their experience managing a regional TDM program.

This section provides a summary of all four of the organizations and key findings from interviews, research on the peer organizations, and best practices. In addition, there are profiles for each of the peer organizations providing more information about their founding, area of coverage, and more.

Peer Regional TDM Program Summary Table

Table 1 summarizes the key elements to understand how each organization implements its regional TDM program. The "Organization Structure" column focuses on TDM structure within the agency and how TDM policy develops from Board to staff. The "Funding" column focuses on



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the types of funding used, approximate yearly budget (if available), and the number of staff. The “Role in Regional TDM” column provides an understanding of the various functions of the organization as a regional TDM manager. The “Partners” column shows each organization’s different types of partners to implement TDM programs in their regions. To help illustrate how these relationships work together, Figure 3 and Figure 4 provide diagrams of how TJCOG and ARC are the centerpiece of TDM management for their respective regions.

TABLE 1 SUMMARY OF PEER TDM PROGRAMS

Agency	Organization Structure	Funding	Role in Regional TDM	Partners
Triangle J Council of Governments (TJCOG)	<ul style="list-style-type: none"> • Board of Delegates • Executive Committee • Executive Director • Planning and TDM staff Number of TDM staff: 1 full, 3 partial (equivalent 2.5 full time)	<ul style="list-style-type: none"> • CMAQ • State DOT funds (some funds help cover administration) • Matching funds from TMA/TMOs Approx. Annual budget for TDM: \$1.5 Million	<ul style="list-style-type: none"> • Regional Planning (overall multi-year TDM Plan) • Evaluate TDM programs/Data collection • Overall marketing and branding • Coordination with transit providers • Working with State DOT rides matching system • Contract/funding TMA • Work with local municipalities 	<ul style="list-style-type: none"> • NCDOT • Transit Agencies/transit providers • TMA/TMOs • Other service providers • Counties • Municipalities • Universities
Delaware Valley Regional Planning Commission (DVRPC)	<ul style="list-style-type: none"> • Board of Directors • Committees • TDM Advisory Committee • Executive Director • Planning and TDM Staff Number of TDM staff: 1 full, 3 partial	<ul style="list-style-type: none"> • CMAQ • State DOT funds (both PA and NJ) • Matching funds from TMA/TMOs • Member contributions Approx. Annual budget for TDM: \$3 million	<ul style="list-style-type: none"> • Regional TDM Plan • Overall marketing and branding • Coordination with transit providers • Coordinating with State programs • Contract/Grant funding for projects and TMA services • Data collection 	<ul style="list-style-type: none"> • State DOT (PA & NJ) • Transit Agencies/transit providers (PA & NJ) • TMA/TMOs (PA & NJ) • Other service providers • Counties • Municipalities



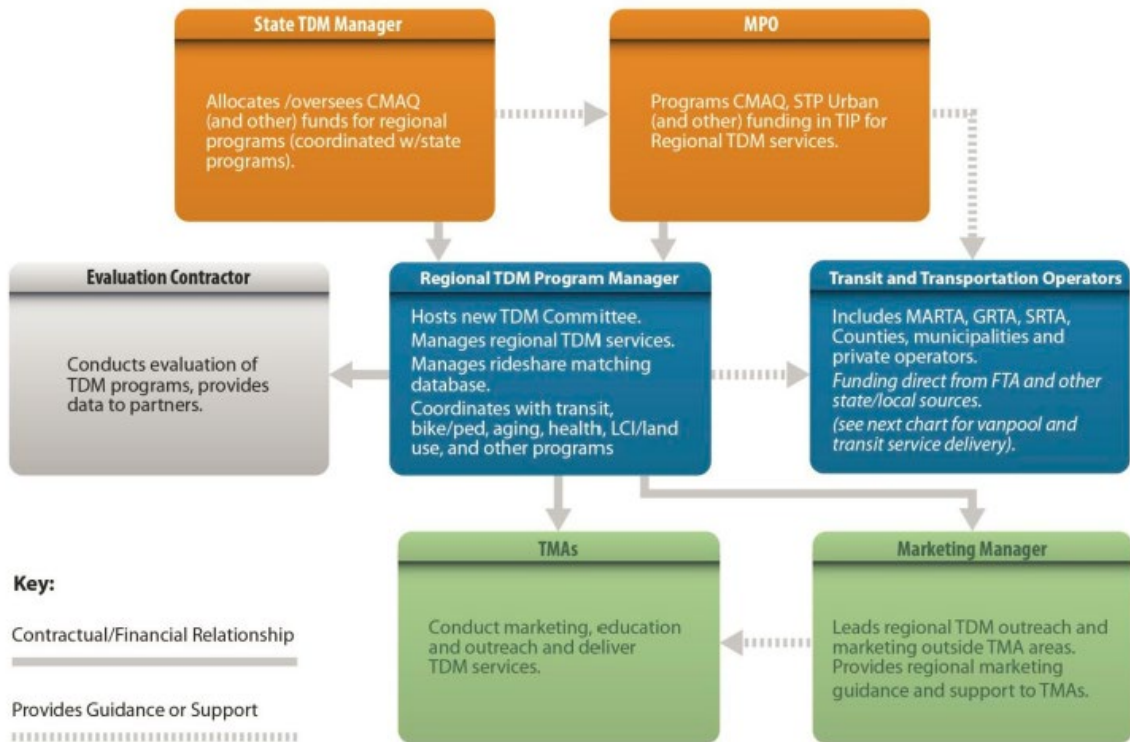
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Agency	Organization Structure	Funding	Role in Regional TDM	Partners
	(equivalent 2 full time)			
Denver Regional Council of Governments (DRCOG)	<ul style="list-style-type: none"> • Board of Directors • TDM Advisory Committee • Executive Director • TDM Program Staff Number of TDM staff: 4 full, 2 partial (equivalent 5 full time)	<ul style="list-style-type: none"> • CMAQ • State DOT funds • Matching funds from TMA/TMO • Membership contributions (administration) Approx. Annual budget for TDM: \$2.3 million	<ul style="list-style-type: none"> • Regional Planning (overall multi-year TDM Plan) • Overall marketing and branding • Data collection • Provide ride matching program • Contract/ Grant funding TMA • Provide direct outreach and service in region not served by TMA/TMO • Coordination with transit providers • Work with local municipalities 	<ul style="list-style-type: none"> • State DOT • Transit Agencies/transit providers • TMA/TMOs • Other service providers • Counties • Municipalities
Atlanta Regional Commission (ARC)	<ul style="list-style-type: none"> • Board of Directors • Committees • Executive Director • Planning and TDM staff Number of TDM staff: 12 staff (Georgia Commute Options)	<ul style="list-style-type: none"> • CMAQ • State DOT funds • Match funds from TMA/TMO • Membership contributions (administration) Approx. Annual budget for TDM: \$5 Million	<ul style="list-style-type: none"> • Regional Planning (overall multi-year TDM Plan) • Management of TDM programs and resources • Evaluate TDM programs • Overall marketing and branding • Supporting marketing of state TDM programs • Coordination with transit providers • Contract/funding TMA • Work with local municipalities 	<ul style="list-style-type: none"> • State DOT • Transit Agencies/transit providers • TMA/TMOs • Other service providers • Counties • Municipalities



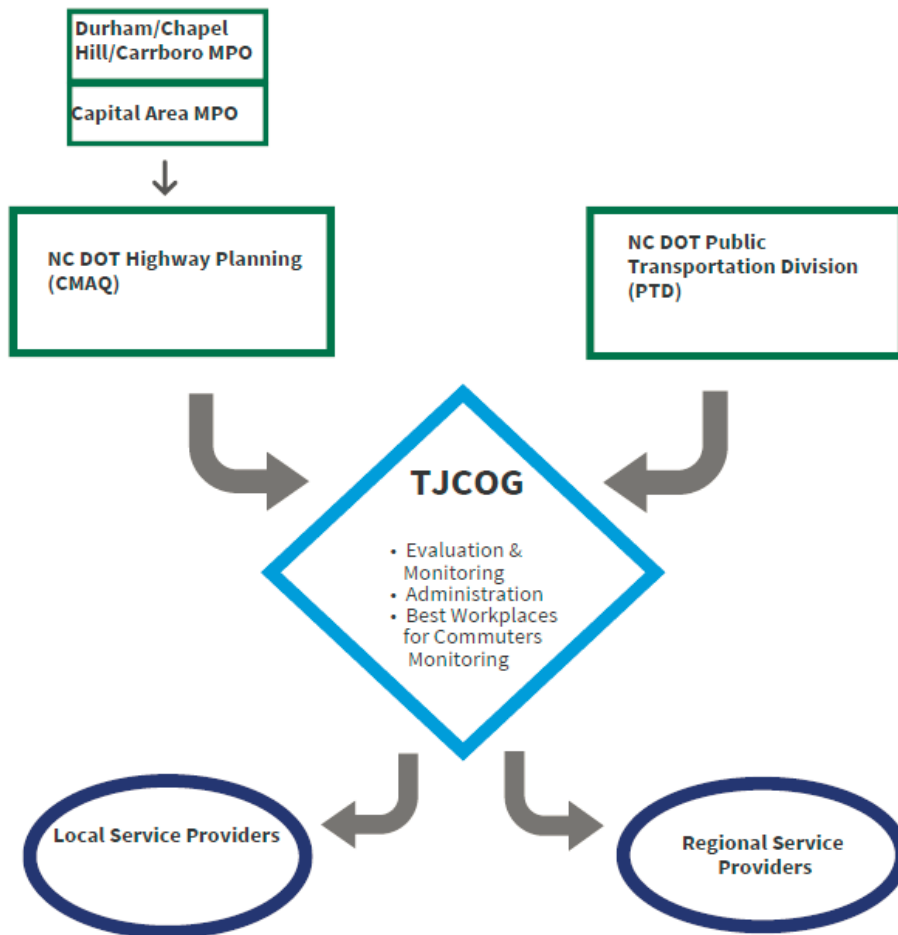
FIGURE 3 ARC STRUCTURE FOR REGIONAL TDM PROGRAMS AND SERVICES



Source: Atlanta Regional Commission



FIGURE 4 TRIANGLE J COUNCIL OF GOVERNMENTS STRUCTURE FOR REGIONAL TRANSPORTATION CHOICES PROGRAM AND SERVICES



Source: Triangle J Council of Governments



Comparison of Peers & Key Findings by Category

The four peer agencies differ in the organizational structure, funding, regional coordination role, and partnerships of TDM strategies. The following tables (Table 2, Table 3, Table 4, Table 5) provide a snapshot summary of those differences, with further detail provided in notes below.

TABLE 2 PEER COMPARISON: ORGANIZATIONAL STRUCTURE

Agency	Multi-state region	Council of Governments	Is the MPO	Multiple MPOs in the region	Number of TDM Staff
Triangle J Council of Governments (TJCOG)		X		X	1 full, 2 partial (equivalent 2 full time)
Delaware Valley Regional Planning Commission (DVRPC)	X		X		1 full, 3 partial (equivalent 2 full time)
Denver Regional Council of Governments (DRCOG)		X	X		4 full, 2 partial (equivalent 5 full time)
Atlanta Regional Commission (ARC)			X		12 staff (Georgia Commute Options)

Structure and Governance

- Committees/Subcommittees can be a resource in creating long and short-term plans
 - Agencies use Committees/Subcommittee or working groups comprised of member agencies and TDM stakeholders to develop plans, programs, and policies
 - These Committees/Subcommittees can help with buy-in, and regional collective identify, they helped create the plans, programs, and polices so they want to see them succeed
- You don't need a large staff to be a Regional TDM Program Manager
 - Regional TDM agencies usually have fewer than five full-time staff, and the majority of agencies only have one fully dedicated employee, with other staff partially working on TDM. Only ARC, which manages Georgia Commute Options, has a more extensive staff, but they are a significant provider of TDM services working with the Statewide TDM program. (The combination of staff usually equates to 2 full-time staff people – not including some administration costs included in the overall function of the agency.)



TABLE 3 PEER COMPARISON: FUNDING

Agency	CMAQ	State DOT	Membership Contributions	TMA/TMO Match	Other funds
Triangle J Council of Governments (TJCOG)	X	X		X	
Delaware Valley Regional Planning Commission (DVRPC)	X	X	X	X	
Denver Regional Council of Governments (DRCOG)	X	X	X	X	X
Atlanta Regional Commission (ARC)	X	X	X	X	

Funding

- Diversify funding sources
 - CMAQ funds are primarily used as the main funding element for TDM programs, but those funds have specific regulations about the duration of use (3 to 5 years depending on programs) as well as restrictions on what programs can be funded
 - CMAQ funds do not cover administration (membership contributions or other grant administration functions by the COG help with the overhead of administration)
 - State funds can supplement CMAQ funds
- Consider more extended contract periods for TMA/TMOs
 - A one-year funding agreement may be suitable for some TMA/TMOs at their onset to ensure they can provide TDM services, but long-term partners could benefit from more extended funding periods to have additional flexibility in program strategies
 - Reduces administration costs for all parties
- Strong and clear Contracts/Grant Agreements with TMA/TMOs
 - Having strong and clear contracts/agreements ensures all parties clearly understand their roles/responsibilities and helps with communication and the implementation of TDM programs
- Make funding program consistent
 - Having a consistent and clear funding program makes it easier for TMA/TMOs and other partners to apply for funding, build their programs and have clear expectations



TABLE 4 PEER COMPARISON: SERVICES/ROLE IN REGIONAL TDM

Agency	Branding/ Outreach/ Marketing	Contracting/ Grant Admin/ Project Selection	Assisting with State/ Other Regional Rideshare Program	Own Rideshare Program	Coordination with Transit Providers/ Municipalities	Data Collection	Additional Services
Triangle J Council of Governments (TJCOG)	X	X	X		X	X	
Delaware Valley Regional Planning Commission (DVRPC)	X	X	X		X	X	
Denver Regional Council of Governments (DRCOG)	X	X		X	X	X	X
Atlanta Regional Commission (ARC)	X	X	X		X	X	

Key Performance Indicators (KPIs) Used by Agencies

- Air Quality Improvement
- Vehicle Miles Traveled (VMT) Reduction
- Greenhouse Gas (GHG) Emissions Reductions
- Travel mode splits
- Rideshare Users
- Number of Users for other TDM programs (Vanpool)
- TDM Program Awareness (event day participation, surveys, clicks, Social Media followers etc.)
- Number of participating Employers/Employees



TABLE 5 PEER COMPARISON: PARTNERS

Agency	State DOT	Transit Operators	TMA/TMOs	Cities/Towns	Counties	MPOs	Other Service Providers
Triangle J Council of Governments (TJCOG)	X	X	X	X	X	X	
Delaware Valley Regional Planning Commission (DVRPC)	X	X	X	X	X		X
Denver Regional Council of Governments (DRCOG)	X	X	X	X	X		X
Atlanta Regional Commission (ARC)	X	X	X	X	X		X

Partnerships

- Partnerships are key
 - The Regional TDM agencies cannot provide all of the programs and services alone, and have partners at transit providers, TMA/TMOs, and regional/local agencies will be essential in creating a successful program
 - Entities need to work with the State DOTs as they may have a Statewide Program that can support Regional TDM efforts
- Be flexible with TMA/TMOs
 - Regional diversity may require different approaches from your TMA/TMO, so there shouldn't be a one size fits all. One marketing or program approach may work better in urban areas of a region, while another may work better in a rural area
- Identify champions
 - Find champions or leaders within your TDM partners; these can be individuals or TMA/TMO or other providers. Champions create change and help provide examples of best practices and innovation



Peer Agencies Profiles

Triangle J Council of Governments (TJCOG)



Triangle J
Council of Governments

Year Started: 1959 (The regional TDM program began in 2007).

In response to unprecedented growth in the region and increasing travel time for the region, the state and region began to consider comprehensive solutions to the growing problem. In 2004 the North Carolina Department of Transportation (NCDOT) adopted a statewide plan. TJCOG as the regional manager occurred after but before its establishment as the regional TDM program manager, there was an existing TMA in SmartCommute and other programs, but it was not regionally coordinated. TJCOG assumed the regional TDM program as well as actively contributing to the overall state rideshare program.

Type of Governance Structure: TJCOG is governed by a Board of Delegates that includes one elected official from each member county and municipality served by the organization (Figure 5). The entire Board meets seven times a year to set policy for TJCOG, guide programming, and discuss regional challenges. The TJCOG Executive Committee, the delegate from each of the six-member counties and one municipal representative from each county, conducts business for the organization in months that the entire Board of Delegates does not meet. Staff, led by the Executive Director, executes the policy established at the board level.

Service Region: Chatham, Durham, Johnston, Lee, Moore, Orange, and Wake counties, TJCOG serves as the regional government for almost 2 million people.

How to they do their work? TJCOG is a regional TDM coordinator that links state policy and funding and local and regional service providers. Funds are allocated through an annual call for projects. The Triangle TDM grant program will fund a maximum of one “core” program grant application per organization or local government. To be eligible for funds, entities must select an identified “hotspot” for service delivery. In addition, TJCOG oversees the Triangle Best Workplaces for Commuters annual campaign and website and works with NCDOT in reviewing and coordinating yearly work plans and budgets for TDM efforts. TJCOG also convenes the region’s TDM partners to coordinate efforts and works with employers outside the Triangle Transit Authority (TTA) service area, such as those in Chatham, Johnston, and Lee Counties.



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Quote from Interview: “Work with your partners big and small, a perfect example is Wake Technical Community College’s TDM program. It started small and grew, now it’s a thriving TDM program making an impact. You don’t have to be a large employer or big university to make a difference.”

Agency Contact:

Sean Flaherty

Principal Planner

Triangle J Council of Governments

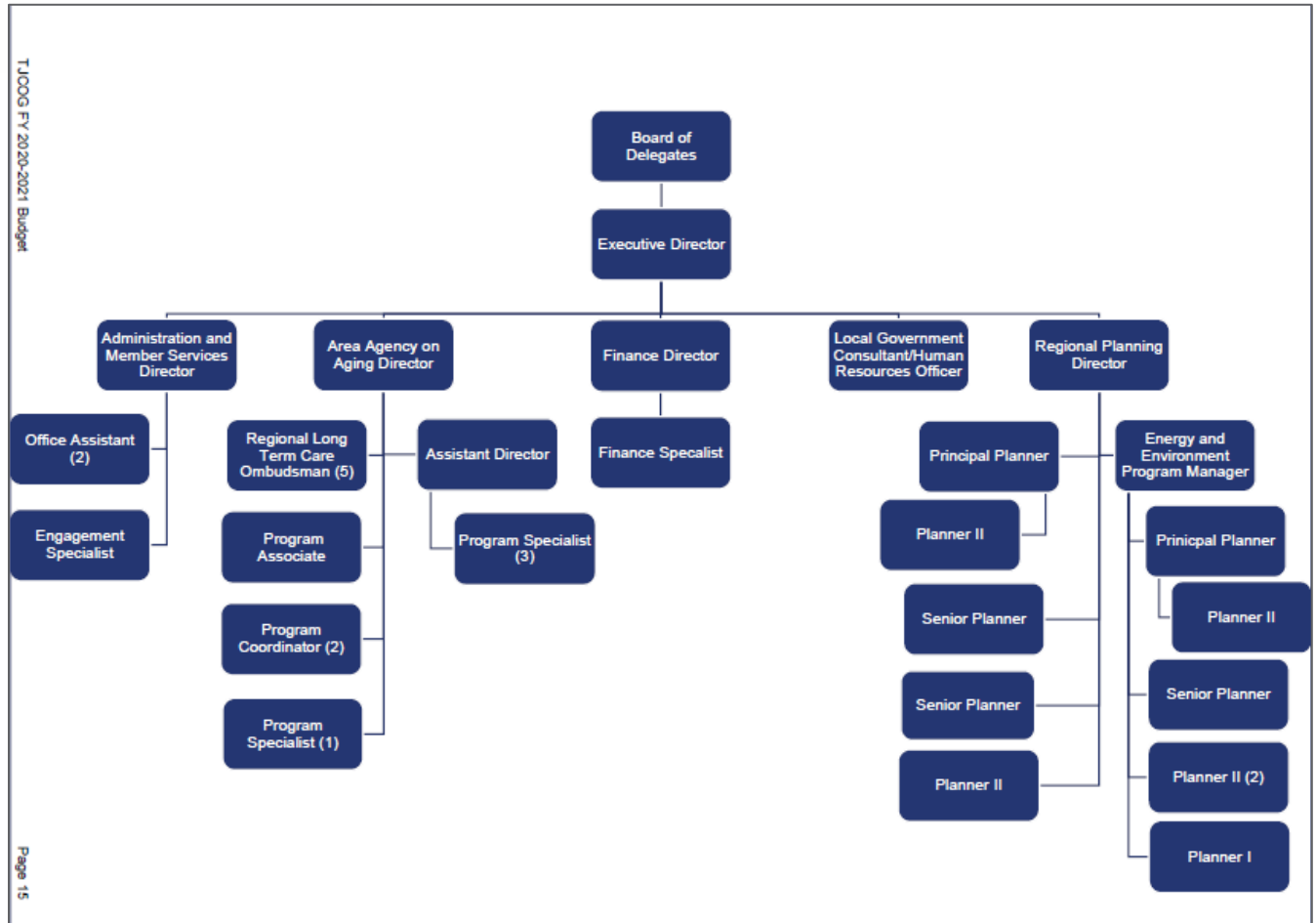
4307 Emperor Boulevard, Suite 110, Durham, NC 27703

(o) 919-558-2705 | (m) 919-500-0073

sflaherty@tjcog.org



FIGURE 5 TRIANGLE J COUNCIL OF GOVERNMENTS ORGANIZATION CHART



Source: Triangle J Council of Governments FY 2020-2021 Budget



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Denver Regional Council of Governments (DRCOG)

Year Started: 1955 (DRCOG has hosted a regional rideshare program since 1975).



The TDM program was established to help with the nationwide fuel crisis at the time. The program continued after and was later named RideArrangers in the 1980s; it has since evolved to become the umbrella program that provides centralized TDM services to the entire region. It also conducts direct employer outreach to the large portion of the region that is not within a TMO service area.

Type of Governance Structure: DRCOG includes the participating governments; DRCOG membership encompasses various communities: small towns like Bennett and Georgetown sit at the table with urban neighbors Denver and Aurora. Steering the activities of DRCOG is its Board of Directors. The Board's work is informed by its committees, which involve many individuals, groups, and organizations in DRCOG's decision-making process (Figure 6). The DRCOG Board works with staff to accomplish the goals outlined in Metro Vision and on other regional planning programs and tasks.

Service Region: Adams County, Arapahoe County, Boulder County, City and County of Broomfield, City and County of Denver, Clear Creek County, Douglas County, Gilpin County, Jefferson County City of Arvada, City of Aurora, Town of Bennett, City of Black Hawk, City of Boulder, Town of Bow Mar, City of Brighton, City of Castle Pines, Town of Castle Rock, City of Centennial, City of Central City, City of Cherry Hills Village, Town of Columbine Valley, City of Commerce City, City of Dacono, Town of Deer Trail, City of Edgewater, Town of Empire, City of Englewood, Town of Erie, City of Federal Heights, Town of Foxfield, Town of Frederick, Town of Georgetown, City of Glendale, City of Golden, City of Greenwood Village, City of Idaho Springs, City of Lafayette, City of Lakewood, Town of Larkspur, City of Littleton, Town of Lochbuie, City of Lone Tree, City of Longmont, City of Louisville, Town of Lyons, Town of Mead, Town of Morrison, Town of Nederland, City of Northglenn, Town of Parker, City of Sheridan, Town of Silver Plume, Town of Superior, City of Thornton, City of Westminster, City of Wheat Ridge

How do they do their work? The DRCOG, as the metropolitan planning organization (MPO), coordinates the large-scale TDM funding and service efforts in the Denver region and other partner states, regional and local agencies. DRCOG has hosted a regional rideshare program since 1975. Named RideArrangers in the 1980s, it has since evolved to become the umbrella



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program that provides centralized TDM services to the entire region. It also conducts direct employer outreach to the large portion of the region that is not within a TMO service area.

In July 2011, DRCOG RideArrangers and the six established TMOs (now eight) in the region entered a formal partnership to collaborate on a comprehensive and coordinated effort to attack traffic congestion and poor air quality in the Denver region by promoting and implementing a suite of TDM services. The partnership couples the proven successes of the region-wide RideArrangers program with the subarea knowledge demonstrated by TMOs. DRCOG and the TMOs will work closely together to maximize the service throughout the DRCOG region and return on investments of projects funded by DRCOG.

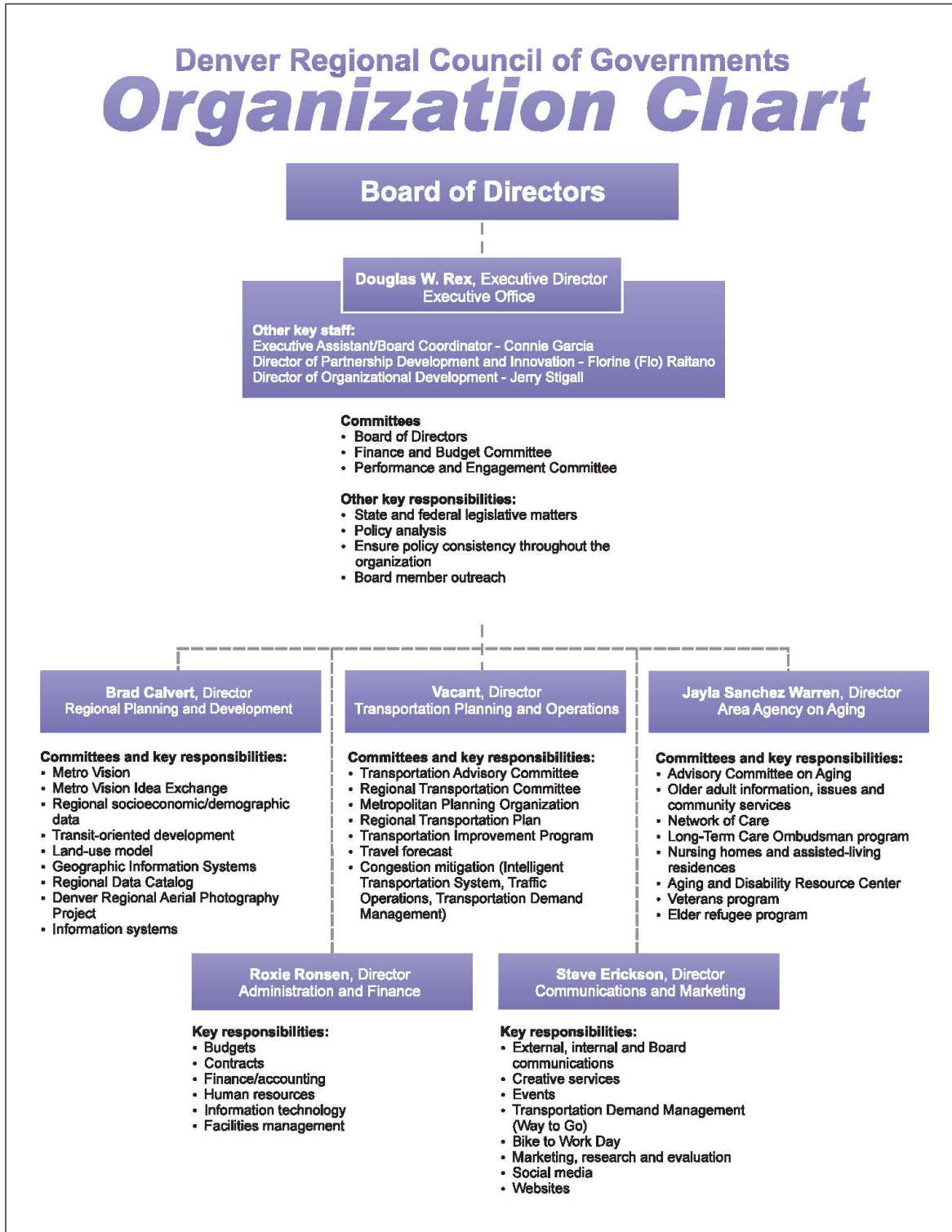
Quote from the Interview: “Be flexible with your partners, there are different ways to advertise and market transportation alternatives and TDM programs – work with your TMOs to support them because what works for one may not work for another. For us what works in downtown Denver may not work in a more suburban setting and vice versa.”

Agency Contract:

Jim Eshelman,
Management Analyst
Denver Regional Council of Governments
JEshelman@drcog.org



FIGURE 6 DENVER REGIONAL COUNCIL OF GOVERNMENTS ORGANIZATION CHART





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Delaware Valley Regional Planning Commission (DVRPC)

Year Started: 1965



An Interstate Compact formed DVRPC through legislation passed by the Pennsylvania Legislature in 1965, as reenacted and amended in 1967, and by the New Jersey Legislature in a series of conforming acts passed between 1966 and 1974.

Type of Governance Structure: The Board is an 18-member body having the authority and responsibility to make decisions affecting the entire organization and the nine-county region. The DVRPC Board creates and defines the duties of the Office of the Executive Director and the various DVRPC committees; the Board approves and adopts the annual planning work program. In its capacity as the Metropolitan Planning Organization (MPO) for the region, the Board establishes regional transportation policies, determines the allocation of available transportation funds, and prioritizes transportation projects for the region. Policy developed by the Board and committees is put into action by DVRPC staff.

Service Region: The Delaware Valley Regional Planning Commission is the federally designated Metropolitan Planning Organization for a diverse nine-county region in two states: Bucks, Chester, Delaware, Montgomery, and Philadelphia in Pennsylvania; and Burlington, Camden, Gloucester, and Mercer in New Jersey.

How do they do their work? DVRPC, as the MPO, coordinates the large-scale TDM funding and service efforts in the region along with other partner states, regional and local agencies. DVRPC has also established a new program called Travel Options Program, which looks to fund innovative projects to provide better access to more travel options, to develop new ideas for getting around the region.

Quote from the Interview: “Diversify your funding, this will allow you to pay for services and programs that CMAQ funds may not be able to pay for. There are a lot of programs and ideas out there, that may not be currently allowed under current funding rules.”

Agency Contact:

Stacy R Bartels

Manager, Office of TDM Strategy and Marketing

Delaware Valley Regional Planning Commission

190 N Independence Mall West, 8th Floor, Philadelphia, PA 19106-1520

215.238.2861; sbartels@dvrpc.org

Atlanta Regional Commission (ARC)

Year Started: 1947 (TDM Work started in 1984)



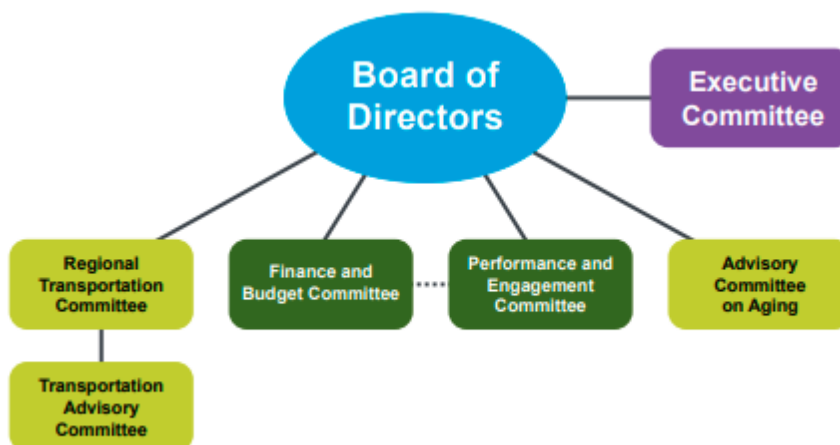
Atlanta Regional Commission

Type of Governance Structure: The Board is an 18-member body having the authority and responsibility to make decisions affecting the entire organization and the nine-county region (Figure 7). It creates and defines the duties of the Office of the Executive Director and the various DVRPC committees; and approves and adopts the annual planning work program. In its capacity as the Metropolitan Planning Organization (MPO) for the region, the Board establishes regional transportation policies, determines allocation of available transportation funds, and prioritizes transportation projects for the region.

Service Region: ARC's member governments are Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale counties, and the city of Atlanta.

How do they do their work? ARC is the hub for the Regional TDM program providing the overall policy, funding, and direction for TDM programs in the region. Through Georgia Commute Options, ARC provides direct TDM services and programs as well as partners with TMAs to ensure that alternative transportation options are provided to employees throughout the region. Additionally, ARC coordinates branding, marketing, and awareness to further the Georgia Commute Options reach and impact. ARC is also the MPO for the region, tasked with developing the overall long-range transportation plan as well as planning and vision for TDM programs, projects, and services in the region.

FIGURE 7 ATLANTA REGIONAL COMMISSION ORGANIZATION CHART



Source: Atlanta Regional Commission

Regional Strategies Matrix

The Regional Strategies Matrix (Table 6) outlines the range of potential TDM strategies to employ in the CONNECT Beyond region to expand mobility options. The Matrix presents a number of policies, programs, and projects that represent the best practices in the field; some are traditional options and have been implemented throughout the county, while others are innovative solutions at the forefront of the TDM field. Table 6 briefly describes each of the options, management roles associated with that option, and primary implications of each option.

Management roles indicate the likely lead agency in offering the TDM strategies, including:

- Regional Agency
- Municipal/Local Agency
- TMA/TMO, Community Organization, or Other Partner

Each TDM strategy will impact some combination of the following areas of transportation and regional planning:

- pricing
- policy
- incentives and subsidies
- marketing and promotion
- light infrastructure
- education

These categories indicate where resources will need to be allocated to design and implement the TDM strategy, and, in some cases, what agency departments may need to be involved (for example, engineering and/or public works divisions when infrastructure is involved).

As the CONNECT Beyond recommendations move forward, the Regional Strategies Matrix provides the foundation for a regional TDM toolkit.

TABLE 6 TRANSPORTATION CHOICES REGIONAL STRATEGIES MATRIX

Name	Description	Potential Regional Responsibility	Municipal/Local Agency Responsibility	TMO/TMA, Community Org, or other lead	Pricing	Policy	Incentives and Subsidies	Marketing and Promotion	Light Infrastructure	Education
Safe Routes to School Programming	Integrated suite of programming that encourages parents to allow children to bike and walk to school. Usually includes infrastructure as well as education and encouragement. Sometimes enforcement, though that has been criticized. There are many specific components of SRTS programs that can be included.	X	X			X	X	X	X	X
Bike Parking	Developer requirements; request hotline; district corrals		X						X	
Developer TDM Requirements	Require approved TDM plan and/or square footage bonus in exchange for concessions		X			X				
Employer TDM Requirements	Require approved TDM plan; require designating Employee Transportation Coordinator; require annual surveys; fee if goal not met; require transit passes		X			X				
Wayfinding	Install pedestrian and/or cycling wayfinding signs and markings		X	X					X	
Transportation Wallet	Offer bundle of transit, bikesharing, and/or carsharing discounts and credits in exchange for not buying a parking pass	X	X				X			
Fully- or Partially-Subsidized Transit Pass Programs	Through employers; for neighborhoods; for specific demographics (e.g., seniors, low-income, youth); may be required of employers.	X	X	X		X	X	X		
Challenges and Gamification	1-week or 1-month commute or bike challenge. Mileage or trips. Can include gamification such as badges, leaderboards. Gamification for other purposes (e.g., shift transit ridership to off-peak) through apps.	X	X	X			X	X		
Rewards Programs	Allow people to earn rewards. Can be points-based (e.g., loyalty program). May be in employer context. Could be financial, social (e.g., badge, award), and/or earning PTO.	X	X	X			X	X		
Telework Promotion/Assistance	Support/promote telework. Require employers to offer it. Help to troubleshoot.	X	X	X		X		X		X
Guaranteed Ride Home Program	Administer regional Guaranteed Ride Home program, either for everyone or for specific employers/institutions (e.g., large employers, or paying members). Promote program.	X	X	X		X		X		
Vanpool Program	Support/promote vanpool. Matchmaking and administering subsidy/tracking programs. Manage national reporting requirements. Help with troubleshooting. Work with employers (e.g., on parking and pickup).	X	X				X	X		
Workshops, Brown Bags, and Classes	Education and outreach; promote programs and options. Employers and/or community groups.	X	X	X				X		X
Events and Group Rides/Walks/Outings	Experiential learning and community-building.		X	X				X		X

Name	Description	Potential Regional Responsibility	Municipal/Local Agency Responsibility	TMO/TMA, Community Org, or other lead	Pricing	Policy	Incentives and Subsidies	Marketing and Promotion	Light Infrastructure	Education
Open Streets	Experiential learning and community-building.	X	X	X				X		X
TMO/TMA formation	Convening organizations to manage programs, communications, and data collection within a given geographic area. May help employers comply with regulations. May be self-funded (e.g., BID or member opt-in), and/or receive funding from MPO/COG.	X	X	X		X	X	X	X	X
Flexible Work Schedules	Promoting the benefits of flexible work schedules to employers.	X	X	X		X				
Carshare	Promoting carshare to employers, and/or fostering its existence in a city. May involve policy concessions or incentives for operators (e.g., reserved parking spots). May involve regulation and/or fees.		X			X	X		X	
Bikeshare or Bike Fleets (or other shared micromobility, such as scooter sharing)	Promoting bikeshare, and/or fostering its existence in a city. May involve policy concessions or incentives for operators. May involve regulation and/or fees. Can be contract operator or regulated third-party operators. Government entities may choose to be involved in marketing/promotion. Often includes equity-oriented programming.	X	X	X		X	X	X	X	X
Employee Transportation Coordinator	Designating first point of contact at large employer for all transportation matters (e.g., explaining benefits, organizing bulk transit purchases, sharing information about regional programs or projects, etc.).		X	X				X		X
Parking Pricing	Any action that causes parking to go from free to priced. Smart pricing schemes (e.g., demand-responsive pricing; progressive parking pricing; apps directing drivers to open spots). Shifting from bundled to daily parking charges. Smart communication about parking costs (e.g., feedback about how cost adds up). Role of government agency can be to encourage/educate, or to regulate directly.		X		X	X				
Unbundling Parking at Developments	Require developers to sell/lease parking separately from units. Allows parking price to respond to the market, and also puts burden of payment only on those who use the amenity. Tends to reduce housing costs and reduce parking utilization compared to bundled costs.		X		X	X				
Parking Cash Out	Require employers who lease parking for their employees to offer the option of opting out of parking and receiving equivalent financial sum in lieu. Reduces parking utilization and promotes use of other options.	X	X		X	X	X			

Name	Description	Potential Regional Responsibility	Municipal/Local Agency Responsibility	TMO/TMA, Community Org, or other lead	Pricing	Policy	Incentives and Subsidies	Marketing and Promotion	Light Infrastructure	Education
Curbside Management	Regulating and managing curbside access to support policy goals. Balance competing needs of street parking, bus/streetcar stops, curbside seating, Uber/Lyft/taxi dropoff, delivery and freight, bikeshare, EV charging, and greenspace/stormwater management. Can promote use of non-car modes and mitigate dangers of unmanaged person loading activities.		X			X			X	
Mobility Hubs	Consolidate multiple modes at one location to facilitate transferring/mode switching. Enhances utility of individual modes. Tends to include transit, bikeshare, and Uber/Lyft, but can include other modes. May include information displays, ticket vending, maps and wayfinding, and benches, shade, and other public amenities.	X	X	X		X			X	
Congestion Pricing	Charging a fee for private automobile access to central business districts, either all the time or just during rush hour. Proven strategy to decrease peak-hour trips, overall Vehicle Miles Traveled (VMT), and carbon emissions.	X	X	X	X	X				
Website and Social Media	Promote options, programs, subsidies, events, etc. Raise awareness and acceptance of different options. Make it easier (reduce friction) to use non-driving modes. Increase uptake of new offerings. Offer timely information (e.g., about service changes).	X	X	X				X		X
Maps and Brochures	Create and distribute print materials that support the use of non-drive-alone modes, and/or that promote existing programs and offers. Keep materials up to date.	X	X	X				X		X
Tabling and Outreach	Outreach to residents and employees about transportation options, and to increase participation in existing programs. Answer questions, educate, and help people address concerns.	X	X	X				X		X
Awards and Recognition Program	Annual award program for major employers. Can be a limited number, or a tiers-based program (e.g., gold/silver/bronze). Can create friendly peer pressure and accountability. Can provide excuse to reach out to businesses and invite their participation.	X	X	X				X		X
Carpool Matching App/Software	Helps match potential carpool partners. Some systems facilitate the exchange of money (e.g., toll or parking fee).	X		X				X		X
Trip Logging App/Software	Supports TDM programs by helping people log trips by mode. Usually promoted in the context of a challenge, or used by an employer as a condition of some kind of commute benefit. Some systems allow incentives/rewards to be provided through the app.	X		X			X	X		

Name	Description	Potential Regional Responsibility	Municipal/Local Agency Responsibility	TMO/TMA, Community Org, or other lead	Pricing	Policy	Incentives and Subsidies	Marketing and Promotion	Light Infrastructure	Education
Transportation Ambassador or Bike Buddy Program	Invites people to become a champion to their peers, within an organization or neighborhood. Usually volunteer-based.		X	X				X		X
Residential/Neighborhood Campaign	Focus on reaching people at home, rather than at work. Generally, focuses on all trips rather than just the commute trip. May include information, communications, coaching, incentives, events, and/or one-on-one outreach.		X	X			X	X		X
Transit Displays	Display screen in large office buildings, residential buildings, or mixed-use developments, showing arrival of nearby transit lines. May include other information (e.g., bikeshare).		X	X				X		X
TNC Regulation	Regulate Uber/Lyft to minimize negative impacts and support policy goals. May involve fees (e.g., per-trip fees for single-passenger trips).		X		X	X				
Transit Priority Infrastructure Improvements	Infrastructure investments that improve transit speed and reliability. May be spot fixes (e.g., at pinch points), signal priority, boarding improvements, offboard payment, all-door boarding, or corridor priority (e.g., BRT).	X	X						X	
Personalized Commute Plans	Provide customized commute plans to employees, advising them of their best non-driving option. Has been successful in recent research. May require either staff time or investment in tech tool.	X	X	X				X		X
Major Event TDM Programming/Requirements	Require or facilitate TDM solutions for major regional or citywide events. Require valet bike parking, free transit tickets included in cost of ticket, Uber/Lyft management, information, staffing, and web information.		X		X	X		X		X

Framework Recommendations

To advance the CONNECT Beyond Transportation Choices framework, regional partners will need to take the following actions.

TABLE 7 TRANSPORTATION CHOICES REGIONAL STRATEGIES MATRIX

Theme	Timeframe	Recommendation	Problem Addressed	Key Implementation Steps	Comments
Interagency Coordination	Immediate Term (Fall 2021)	Convene a regional TDM Advisory Committee via CRAFT	Lack of regional coordination on TDM	Identify invitees from MPOs, transit agencies, business sector. Recurring meetings to provide guidance for Regional TDM plan and implementation. Include champions from outside of Mecklenburg County	CRAFT as convening organizer. Involve NCDOT and SCDOT.
Policy/ Interagency Coordination	Near Term (Winter/ Spring 2022)	Fund & initiate a Regional TDM Plan	Lack of a regional TDM plan	1. Identify funding from regional and state partners for plan. 2. Identify lead agency for administration. 3. Establish performance indicators.	See ARC and TJCOG regional plans and regional plan scopes as model.
Operations/ Financial	Immediate Term (Late 2021/ early 2022)	Identify a lead agency for TDM program management	Lack of a multi-jurisdictional TDM lead agency.	1. Through the TDM Plan process and/or through the Advisory Committee, identify lead agency for administering regional TDM program and funding. 2. Establish MOU(s) for funding and participation with regional partners. 3. Establish operational model, staffing (1.5-2 FTE to start plus partners), and funding.	See TJCOG TDM organization and MOUs for a multi-MPO regional funding and operational model. MPOs as funding partners, but not the only funders. Utilize NCDOT/Federal funding to start, as available.
Operations	Immediate Term (Fall 2022 start of expanded service)	Expand vanpool program to serve regional destinations outside of Mecklenburg County.	Current vanpool program serves destinations in Mecklenburg only.	1. Identify highest priority locations through TDM Plan (largest employment centers first). 2. Identify participating funding partners in priority counties. 3. Establish MOUs/funding agreements with partners.	Consider coordination/partnership with PART regional vanpool program for eastern counties.



CONNECT Beyond

A Regional Mobility Initiative

Theme	Timeframe	Recommendation	Problem Addressed	Key Implementation Steps	Comments
Technology	Near Term	Establish initial regional technology for service/fare integration.	Lack of integration in information & fares for transit and mobility services in the region.	Coordinate with regional transit service providers, micromobility companies, TNCs, and other transportation services providers.	See also Building a Better Bus Network and Emerging Mobility recommendations.