

TDM Stakeholder Interview Report

Background

As detailed in Task 1.3 of AECOM's scope of work, we completed a series of stakeholder engagement meetings in each of the areas eligible for CMAQ-funded programs. These meetings were held as part of the Data Collection Phase of the Statewide Transportation Demand Management (TDM) Plan for Tennessee Non-Attainment and Maintenance Areas. This report is a summary of the stakeholder interview process and key findings.

With input from TDOT's Long Range Planning team, AECOM developed a stakeholder list (Attachment A) that identified specific organizations for both in-person and phone interviews. The initial round of in-person meetings in each of the five urban areas primarily targeted the local TDM/rideshare program, the regional planning agencies (MPO/TPO) and the local transit agency. Additional stakeholders were identified during the in-person meetings and were contacted by phone for added input. The meetings allowed us to collect information including services offered, challenges and opportunities, program data, interest and attitudes towards TDM and specific program offerings, current levels of coordination, historical perspectives and feedback related to TDOT and statewide services. The meetings also allowed the AECOM team to develop relationships with these individuals and open up a dialog to allow for their input on the state's approach to TDM in future years.

General Overview of Findings

The following is the list of items that AECOM identified as recurring themes and common links as we conducted the stakeholder interview process statewide:

- The TDM programs within the regions are operating quite differently
- There is no coordination or information sharing between the regions specific to TDM programming
- There is a surprising emphasis on vanpools statewide; a majority of vanpool participation is federal
- There is a common belief in the value of employer engagement in TDM efforts but the level of employer outreach and participation is very low
- There are several new programs in the start-up phase that offer innovation and outreach at greater levels
- There is some duplication/overlap of services
- Some of the programs are primarily focused on a single travel mode rather than a mode neutral approach that promotes multiple alternatives to drive alone commuting
- The various travel modes are often seen as competing with one another – especially express bus service and vanpools
- The stakeholders cited a common issue of the need for more and clearer guidance on TDOT/FHWA/CMAQ guidelines related to activities, spending, and reimbursements
- Each program and stakeholder responded optimistically to a greater level of involvement from TDOT especially as it relates to greater coordination between the programs/regions and TDOT being more vocally supportive of travel options
- The varying schedules that result from the CMAQ application process make it difficult to monitor and draw comparisons between the programs

- Once CMAQ funds are awarded, TDOT does not actively track the recipients' performance and expenditures as they relate to the original CMAQ application. At the moment, AECOM does not have access to CMAQ recipient spending details.

Summary by Region

Nashville

In Nashville, we met with MTA/RTA, the TMA Group, the Nashville Area MPO, Metro Planning and the Mayor's Office (Complete Trips) and Hytch. We had additional discussions with Walk Bike Nashville, Tennessee Vans, State Motor Vehicle Management, and TDOT.

The TMA Group (TMA) and the Metropolitan Transit Authority/Regional Transit Authority (MTA/RTA) are the two CMAQ-funded TDM initiatives currently offering programs and services direct to commuters and employers in the Nashville region. The **TMA Group** primarily focuses on vanpools - operating a regional vanpool program on behalf of RTA and Williamson County known as VanStar. The program has 60 vans with approximately 600 riders and is focused on growth given a separate CMAQ grant that provides funding for 60 additional vans. TMA utilizes the RidePro ridematching system from Trapeze but only for maintaining commuter records related to vanpooling and to fulfill specific vanpool reporting functions (the carpool matching function is not utilized). There are approximately 2,000 commuters in the database who have expressed interest in ridesharing. TMA Group also offers an Emergency Ride Home (ERH) program for their vanpool participants. The majority (if not all) of the vanpool riders are federal employees due to the commuter benefits program that subsidizes vanpool fares (with the average VanStar cost at \$90, this means a 100% subsidy for participants). Overall, in addition to the vanpool focus, TMA Group's efforts also appear to be very focused on Franklin/Cool Springs and Williamson County. They have vans that travel into Nashville but the limited employer and community engagement efforts they conduct are very localized. TMA also works on other initiatives including managing The Franklin Transit Authority (FTA), the Clean Air Partnerships of Williamson and Rutherford County, and bike share for Franklin/Cool Springs. These initiatives receive separate funding (this - includes both CMAQ - TDM and other categories - and non-CMAQ sources) and each program/service operates independently within TMA. With varying funding sources and associated timelines for each, efforts seem somewhat disjointed rather than conveying an organized and comprehensive approach to promoting and encouraging mode shift away from drive alone behavior to the various commute alternatives typically promoted through TDM programming. The individual program components, however, do seem to be well organized and executed. TMA has two separate initiatives on the horizon that seem to move towards greater employer engagement and expansion beyond the current vanpool focus - the first is a one-stop-shop concept that they have requested CMAQ funds for and the second is to hire a full-time external sales person. However, we were unable to determine a timeline or level of certainty for either initiative.

The **MTA/RTA** historically has operated carpool and vanpool initiatives and proactively promoted TDM programming. However, with leadership changes over time, they have become less engaged in regional TDM efforts. With the regional vanpool program under TMA Group's management (through contractual agreement), MTA/RTA staff does not see itself as the active lead in traditional TDM efforts and defers most inquiries to TMA. However, there are still activities occurring within MTA/RTA that are CMAQ-funded TDM initiatives and should be looked at as part of the regional effort to promote commute alternatives. These include an existing Trapeze RidePro database (separate from TMA) for carpool/vanpool/transit matching that is maintained and purged annually and an Emergency Ride Home program. (Note: MTA/RTA has not provided a database report to confirm the database size or activity.)

MTA/RTA also manages the EZRide program that provides employers with transit passes and includes partnerships with the State, Vanderbilt University, Belmont University, Lipscomb University, Metro Government, LP Building Products, and Asurion, among others. The EZRide program supports employer-based transit pre-tax and subsidy programs. The regional Relax & Ride express bus service is also supported by CMAQ funds, while it is a transit rather than TDM initiative, it provides an additional alternative to drive-alone commuting in the region and provides the added opportunity to do multi-modal and mode neutral outreach and promoting in the region.

On the horizon in Nashville is the Metro-led **Complete Trips** initiative intended to expand employer outreach in Middle Tennessee and promote commute options to tackle increasing traffic. The program plans to start with a focus on downtown Nashville in 2017 and spread outward in future years to become a regional program. Plans include integrating TDM into planning and development practices, a regional call center, Guaranteed Ride Home, a coordinated stakeholder network (pooling existing resources including TMA Group, the Clean Air Partnerships, walk/bike initiatives, etc.) and parking demand strategies. The effort intends to use a marketing firm to create public messaging and promotions like a Workplace Challenge. From our discussions, it appears that Metro staff conducted thoughtful research to look at best practices within cities of similar size and characteristics and wants to see this effort truly become a part of the region's overall approach to transportation and planning efforts.

In addition to TMA Group's vanpool program, the **Tennessee Vans** (TN Vans) program and the state's General Services office also have vans in operation. The state program maintains a vanpool fleet that currently has 12 vans with 133 riders. However, as ridership drops and vans discontinue service, the program will end. Those interested in starting/joining a van are referred to TMA and RTA. TN Vans has also seen a decline over time in its fleet and participation with only eight vans on the road and approximately 64 riders. Participants include both state and federal employees. Although, TN Vans would like to see new growth in their program, they see CMAQ-funded commuter transit services as a real challenge and do not have resources for marketing and outreach.

Hytch is a mobile app developed by a local entrepreneur who is receiving CMAQ funds to help launch the new service for Tennessee commuters. The Hytch app is designed to connect neighbors, friends, and coworkers and is currently available for Apple and Android devices. Commuters will be matched with people and see a suggested rate to share the cost of the trip. Hytch will earn a transaction fee from each ride that is coordinated directly through the app. Commuters will also be able to give rides for free, in which case Hytch will not earn a fee. The app will track trips that are booked and can report data like trip reductions, cost and emissions savings.

Overall in Middle Tennessee, there is an opportunity to pool efforts and resources in order to strengthen the effectiveness of TDM promotions. Employers represent a largely untapped resource for promoting non-SOV travel and contributing to behavior change efforts. Currently there is a lack of coordination between the various entities and a disconnect between transit and rideshare opportunities. There are multiple ridematching systems, multiple GRH programs, and multiple vanpool opportunities but each are segmented and targeted to a specific mode/audience and none are being well promoted or recognized as a resource in the community. There is a good network of service providers, programs and stakeholders (among them TMA VanStar, Walk Bike Nashville, Relax & Ride, EZ Ride, Nashville B-Cycle) to provide a solid foundation for more coordinated outreach and marketing efforts.

Chattanooga

In Chattanooga, we met with the Chattanooga-Hamilton County / North Georgia TPO and GreenTrips program staff in separate in-person sessions and had additional discussions with CARTA and Enterprise Rideshare.

Chattanooga's **GreenTrips** program has been in operation for about three years and is the result of a coordinated effort that engaged community stakeholders to serve on an advisory committee directing the program design and launch process. Housed within the Regional Planning Agency (RPA), GreenTrips is run by two outreach team members that are working with 25 local employers with key activities including: maintaining an online ridematching and rewards system; hosting an annual employer challenge event; promoting all non-SOV modes including carpooling, vanpooling, biking, walking and transit through marketing and outreach; and actively engaging in community outreach efforts. The employer partner lists includes large employers like Unum, Amazon, UT-Chattanooga and Blue Cross Blue Shield, along with a handful of smaller organizations. The rideshare database (RideShark) includes approximately 1,500 commuters with 250 reporting commute data on a monthly basis. Overall, the program appears to be well-planned and executed and includes many of the elements you would expect to see in a regional TDM effort. As the youngest of the existing TDM programs in the state, it appears to be the strongest in outreach and commuter/employer participation. There is still opportunity for growth both in terms of employer participation, database size and program development. GreenTrips/TPO has identified GRH and a greater emphasis on vanpooling as expansion areas along with continued enhancements to the ridematching/rewards system. They would also like to further integrate TDM into local planning and land use practices. GreenTrips is well connected within the expected stakeholder networks including CARTA, bike/ped advocacy groups, the bike-share program, the Chamber of Commerce and other local business organizations. GreenTrips has surveyed its database members to solicit program feedback and has brought on a consultant team to provide input on TDM as it relates to their long range planning efforts.

Through separate outreach, AECOM connected with Enterprise Rideshare who has 15 vans that currently travel to destinations in/near Chattanooga. These vans are not receiving any programmatic or funding support through GreenTrips or CMAQ/TDOT. It is likely that all of the vans travel to TVA locations with the majority going to Sequoyah Nuclear Plant in Soddy-Daisy and Watts Bar Nuclear Power Plant in Spring City.

Clarksville

Currently, there is no active TDM program in Clarksville. We conducted a stakeholder meeting that included the **Clarksville Urbanized Area MPO** (CUAMPO) and **Clarksville Transit System** (CTS), both of which have received CMAQ funding in the past, but not for TDM initiatives specifically. Much of the discussion referenced CMAQ-related initiatives. There is a local park and ride location at exit 11 that is typically full and utilized by vanpool groups travelling into Nashville. The RTA also provides a popular express bus service to individuals who reside in the Clarksville area and commute into Nashville. We discussed major employers and whether there is a need for more localized TDM services. While there does not seem to be a stated demand currently, CUAMPO and CTS shared some experiences working with local organizations. They are in regular contact with the area's largest employers, started a small local transit route to serve the industrial business park, operate a circulator service for Austin Peay State

University and have had vanpool discussions with Fort Campbell. As mentioned earlier, much of CUAMPO and CTS' direct experience with TDOT's CMAQ funding program is outside of TDM, but they are interested in the local opportunities that a statewide approach might provide.

Through additional conversations with Enterprise Rideshare, we learned that there are 6 vans that originate in the Clarksville area with a destination in Cumberland City in Stewart, TN. While Enterprise did not provide employer-specific data for the vans, it appears they are traveling to the TVA Cumberland Power Plant.

Memphis

In Memphis, we met with the Shelby County Department of Health, the Memphis Area Transit Authority (MATA), the Memphis Urban Area MPO, and Innovate Memphis. We also had additional discussions with vRide.

Memphis Area Rideshare is the local TDM program run by the Shelby County Department of Health's Air Quality Improvement Branch. It operates under two CMAQ funded applications – the rideshare grant, which includes the vanpool and Emergency Ride Home (ERH) programs, and the outreach and education grant that funds the paid advertising and community outreach efforts. Shelby County has a contract in place with vRide to operate the Memphis Area Rideshare vanpool program. The agreement provides \$193,500 annually to vRide for turn-key vanpool operations, which includes a 40% subsidy for the cost of the vans. There are 28 vans in operation with approximately 200 riders. All of the current vanpool participants are federal employees receiving the transit benefit program, which subsidizes the remaining portion of their monthly vanpool cost making it free to participate. vRide provides the ERH program directly to vanpool participants and Memphis Area Rideshare maintains a separate in-house ERH program for all other modes serving their internal database of 163 commuter participants. The outreach and education efforts include a paid advertising campaign totaling approximately \$100,000 annually. It features commercials on Comcast (radio and television), WKNO (radio and television), iHeart radio and AM990. There are 5-6 Memphis Area Rideshare commercials on 20 channels. Additional print ads include Jabberblabber, the Memphis Flyer, a MATA bus wrap, and gas toppers at local gas stations. Memphis Area Rideshare's outreach efforts include attendance at regular events and health fairs hosted by the Health Department. They have tried various tactics over the years to engage large employers and have not had success in this area. They feel that employers are not interested in ridesharing and the abundance of free parking coupled with the fact that there is not significant traffic congestion, make TDM and ridesharing a hard sell at the employer level. They have seen the most potential within the Medical District (with an emphasis on St. Jude), federal employers (the VA is the only current participant; others include the IRS and Naval Air Station) and employers relocating to Memphis (Pinnacle Airlines, Service Master). The division of the rideshare and education/outreach components seems to result in a disconnect for the Memphis Area Rideshare program. There is an existing brand that seems to support a multi-modal trip reduction effort but the only real service offering is vanpooling. Without additional tools or resources to engage commuters and employers, there is very limited opportunity for education and outreach.

Innovate Memphis is just kicking off a new Commute Options program locally. The group has been working on a strategic approach that focuses on behavior change, creates employer partnerships, and markets all modes collectively. The plan includes an initial baseline survey and an 18-month pilot with six local employers (four large, two small). Initial employer engagement efforts have focused on the Medical District Collaborative, City Hall, University of Memphis, and Southwest Tennessee Community

College. The Commute Options program includes regional branding and marketing materials that are created for distribution at community and employer-based activities and will rely on the existing vanpool and ridematching services through Memphis Area Rideshare. Innovate Memphis is also looking to include and support strategies such as parking management and bike-sharing. Commute Options program effectiveness and results will be measured through pre- and post-surveying efforts. Overall the Innovate Memphis model is to test ideas and concepts, tweak and customize them and set them up for success and then pass them to another organization to sustain, which means they could look to Memphis Area Rideshare for a program transition in the future.

The **Memphis Urban Area Metropolitan Planning Organization** and **Memphis Area Transit Agency** (MATA) are not directly engaged in local TDM efforts. Despite the Memphis Area Rideshare program originally being housed within the MPO, there is no coordination between the two entities currently. Input from the MPO staff indicates that they are not seeing an overwhelming demand for TDM programming but it is a topic that comes up more frequently than in years past. The MPO suggested that there is a need for more coordination moving forward and cited the numerous efforts underway ranging from the long-running Memphis Area Rideshare, to the new start-up efforts of Innovate Memphis, along with a host of other organizations and initiatives including bike-share programs (one for city employees and one for the general public), MATA services, University of Memphis, state employee programs, large employers, Complete Streets, and the Downtown Memphis Commission, among others. There is some coordination occurring between MATA and the two rideshare programs. MATA recently launched a partnership with Uber and TransLoc that could provide a link to TDM programming for promoting transit use and suggested efforts to step up TDM programming as it relates to major disruptions like the I-55 bridge closing.

Overall in Memphis, there is an opportunity to evaluate the program structure and increase coordination to deliver more effective TDM programming. The available programs and service offerings need to be better established in order warrant the existing level of advertising and outreach. The approach presented by Innovate Memphis appears to be a positive direction for the region but may require additional resources that do not currently exist and should also seek additional coordination among local stakeholders.

Knoxville

In Knoxville, we met with the Smart Trips program staff, Knoxville Area Transit (KAT), Knoxville Regional Transportation Planning Organization (TPO), Tennessee Vans and Diane Davidson.

Knoxville's **Smart Trips** program has been in operation for approximately 13 years and serves eight counties. It is housed in the MPO and the program staff includes a full time program coordinator who is supported by a part-time communications team member. Smart Trips promotes carpooling, vanpooling, transit, biking and walking and targets both commuter and employer audiences. The program includes a ridematching and rewards system (through Rideshare, also utilized in Chattanooga), an annual Commuter Challenge, communications including newsletters and e-blasts, Emergency Ride Home (ERH), and annual promotions like Bike Month. Other on-going activities include coordination with KAT on prize trolley and transportation trivia promotions, weekly orientations for city and county employees, orientations and special events with the Universities, and program advertisements in the downtown alternative paper, the local business journal and Chamber of Commerce publications. While Smart Trips does work with a number of employers throughout the region, they do not maintain an employer partner roster. Instead they have recently launched an employer sponsorship program that features

three paid levels. They have three sponsors currently – Scripps, UT and Pellissippi State – and anticipate bringing Y12 and Oak Ridge National Labs on board soon. The Smart Trips rideshare database includes approximately 800 commuter participants and they maintain an additional list of 800 stakeholder contacts. The program staff sees opportunity for growth in both database and employer participation but is somewhat limited by staff resources. In addition to membership growth, they also have a goal to grow the vanpool program with a focus on Blount County and do more to position the program to meet the region’s transportation needs and capitalize on major projects such as Cumberland Avenue and Alcoa Highway. Smart Trips has also surveyed its database members and stakeholders to solicit program feedback and look for opportunities for enhancements and growth. The Smart Trips program features the key elements and activities that are expected for the metro area being served. With stagnant commuter participation, there is an opportunity to target new audiences primarily through more structured outreach but with a single staff person, activity levels are constrained.

A second Knoxville stakeholder meeting included representatives from **KAT** along those from the **Knoxville TPO** who oversee the Smart Trips application and funding process. It appears that there is positive coordination between the transit agency and the TPO’s Smart Trips program. In general, KAT sees Smart Trips as a resource to help increase transit ridership among choice riders. There may also be additional opportunities related to an employer partnership program to provide discounted transit passes through Smart Trips or employer-based programs (including Universities).

The **Tennessee Vans** program, housed at the University of Tennessee in Knoxville, is more statewide in nature than specific to the Knoxville region. Over time it has shifted away from commuter vanpool operations and primarily serves as the administrator of the state’s van purchasing program. This allows organizations statewide in need of vans for a variety of transportation services to purchase and finance vehicles. There is still a small commuter vanpool program operating in Nashville as discussed above. Also more statewide in nature, we met with **Diane Davidson** of Oak Ridge National Labs (ORNL) during our Knoxville sessions. Having founded the TMA Group and been closely involved with many early TDM efforts in Tennessee, Diane provided historical context for the existing program structure and past activities. Many of her ideas mirror the feedback that we heard from the regional programs during the stakeholder process; like TDOT’s role as a visible champion for TDM, development of a statewide TDM Coalition or Council, identifying additional key TDM opportunities such as construction/congestion mitigation, emphasizing employer engagement, and statewide branding and core program elements.

TDOT Feedback

The stakeholder discussions included feedback related to TDOT’s administration of CMAQ funding, TDOT’s level of support for TDM and TDOT’s potential role in providing TDM services statewide in the future. Following is a compilation of those comments. It is important to note that the majority of the items below were raised regularly in multiple stakeholder meetings but have been condensed to eliminate duplication.

1. Administration of CMAQ Funding

- Need for standardized format CMAQ measurement and quarterly reports
- Changes in TDOT staff drastically affects the process (results in delays and the rules change; details get lost in the shuffle)
- The CMAQ reimbursement process is very subjective

- Need better adherence to timelines - otherwise it is hard for local entities to plan for local match, schedules and procurement
- Confusion over the lack of MPO/TPO involvement in the CMAQ process
- Provide guidelines on releasing funds after award
- No clear guidelines for reimbursement processes and allowable expenditures (results in missed opportunities)
- Encourage greater MPO/TPO role in process
- Provide better resources for CMAQ application process including allowable activities and guidance on calculations
- Difficult distinguishing between 100% and 80/20 funds

2. Current Level of Support

- Need more multimodal messaging from TDOT, not just a focus on roads and cars
- TDOT does not talk about TDM
- There is too much emphasis on vanpools
- Lack of statewide coordination
- No clear expectations have been established or communicated
- TDOT is hands-off - provides the funds to the local entities but does not provide backing or support for program success
- Does not demonstrate interest in all modes
- Could show more consideration for local factors (e.g., understanding that what works in one area may not work in another, applicability of vanpools, value of certain events)
- Doesn't understand the local efforts or the broader TDM field first hand so TDOT appears uninterested
- There's no effort to generate support among state and local leaders and elected officials
- One organization should have regional data; aggregate report to show effectiveness
- Tout the benefits of TDM so these programs are viewed as effective and necessary

3. Statewide Services and Role

- Publicly support and promote commute options
- Proactively engage employers and stakeholders
- Be a best practices resource
- Consider cost-sharing measures like a statewide ridematching system
- Support local staff attending conferences
- Support mass advertising
- Operate ridematching at a statewide level but allow for regional incentives and customization
- Enhance coordination of TDM efforts within the state
- Form a statewide TDM stakeholder group; lead and administer meetings
- Host a semi-annual CMAQ TDM meeting
- Provide construction mitigation strategy/support
- Embrace and expand multi-modal messaging
- Enhance coordination with neighboring states
- Provide financial support; portion of local match
- Greater support for park and ride lots as a key infrastructure component
- Develop an approach to incorporating transportation network companies (TNC)

- Create performance standards
- Consider a state brand that shows support and lends credibility to local efforts
- Address issue of competition between modes
- Allow local brands to remain
- Create/provide a TDM toolkit for regional use
- As the largest employer in TN, the state should lead by example
- Coordinate economic development efforts that provide guidance to large corporations when relocating to TN

Next Steps

As a second step in the Data Collection Phase, AECOM is conducting a series of commuter and employer surveys statewide. The survey distribution process includes coordination with the regional rideshare programs to include participating commuters and employers. The information outlined in this summary along with the survey results will be utilized develop a statewide TDM plan and set of recommendations for TDOT in the next project phases.

Attachments

- A. Stakeholder List
- B. Stakeholder Meeting Schedule
- C. Stakeholder Meeting Agenda (general outline)
- D. Stakeholder Meeting Talking Points (internal meeting guide)

Attachment A
TDM Outreach - Stakeholder List

Group/Association	Organization	Service Area
Service Provider	Bike Chattanooga	Chattanooga Region
Transit Operator	Chattanooga Area Regional Transit Authority	Chattanooga Region
MPO	Chattanooga-Hamilton County/North Georgia TPO	Chattanooga Region
TMA/Rideshare Program	Green Trips	Chattanooga Region
TMA/Rideshare Program	Green Trips	Chattanooga Region
Transit Operator	Clarksville Transit	Clarksville Region
MPO	Clarksville Urbanized Area MPO	Clarksville Region
Transit Operator	Knoxville Area Transit	Knoxville Region
MPO	Knoxville Regional Transportation Planning Organization	Knoxville Region
MPO	Knoxville TPO - Bicycle Planning	Knoxville Region
TMA/Rideshare Program	Smart Trips	Knoxville Region
Service Provider	Tennessee Vans Program, Center for Transportation Research	Knoxville Region
University	The University of Tennessee - Parking & Transit Services	Knoxville Region
TMA/Rideshare Program	Innovate Memphis Commute Options Program	Memphis Region
TMA/Rideshare Program	Memphis Area RideShare Program	Memphis Region
Transit Operator	Memphis Area Transit Authority	Memphis Region
MPO	Memphis Urban Area MPO	Memphis Region
TMA/Rideshare Program	Shelby County Department of Health	Memphis Region
Service Provider	TransLoc	Memphis Region
University	University of Memphis Carpool Channel	Memphis Region
Service Provider	vRide	Memphis Region
Other	Downtown Partnership	Nashville Region
Transit Operator	Franklin Transit Authority	Nashville Region
Service Provider	Hytch LLC	Nashville Region
University	Middle Tennessee State University	Nashville Region
MPO	Nashville Area MPO	Nashville Region
Service Provider	Nashville B-cycle	Nashville Region
Transit Operator	Nashville MTA	Nashville Region
TMA/Rideshare Program	RTA Rideshare	Nashville Region
Other	TDOT Swipe and Ride Program	Nashville Region
TMA/Rideshare Program	The TMA Group	Nashville Region
Other	Walk/Bike Nashville	Nashville Region
Other	Bike Walk Tennessee	Statewide
Other	Diane Davidson (National Transportation Research Center)	Statewide
Service Provider	Enterprise Rideshare	Statewide
Other	State Shuttle Program	Statewide
Other	State Vanpool Program	Statewide

Attachment B
Stakeholder Meeting Schedule

Meeting Date	Organization	Participants	Subject	In-person/Phone	Region
05/03/16	MTA, RTA	Felix Castrodad, Eric Beyer	Vanpools, Relax & Ride, transit	In-person	Nashville
05/03/16	Nashville Area MPO	Mary Connelly, Michelle Lacewell, Peter Westerholm	Local efforts, coordination	In-person	Nashville
05/03/16	The TMA Group	Diane Thorne, Stanton Higgs	Local efforts, VanStar	In-person	Nashville
05/16/16	MTA, RTA	Zeda Riggs	Local efforts, coordination	Phone	Nashville
05/18/16	Clarksville Urbanized Area MPO, Clarksville Transit	Stan Williams, Jill Hall, Paul Nelson, Arthur Bing	Local efforts, coordination	In-person	Clarksville
05/19/16	Chattanooga RPA, TPO	Karen Rennich, Melissa Taylor, Betsy Evans, Andrew Ray	GreenTrips, local efforts	In-person	Chattanooga
05/19/16	GreenTrips	Melissa Taylor, Cortney Mild, Amy Morris, Jonathan Gibbons	GreenTrips, local efforts	In-person	Chattanooga
05/24/16	Walk Bike Nashville	Nora Kern	Local efforts	Phone	Nashville
05/24/16	TDOT	Bill Hayes	Swipe and Ride	Phone	Nashville
06/02/16	Shelby County Dept of Health	Sonja Owens, Bob Rogers, Larry Smith	Memphis Area Rideshare program, local efforts	In-person	Memphis
06/02/16	MATA	John Lancaster, Scarlet Ponder	Local efforts, Memphis Area Rideshare	In-person	Memphis
06/03/16	Memphis MPO	Pragati Srivastava, Nick Oyler, Kwasi Agyakwa	Local efforts, coordination	In-person	Memphis
06/03/16	Innovate Memphis	Suzanne Carlson, Colin McDonald	Local efforts, coordination	In-person	Memphis
06/08/16	Smart Trips	Christi Wampler, Ally Ketron	Smart Trips, local efforts	In-person	Knoxville
06/09/16	Knoxville TPO, KAT	Dawn Distler, Melissa Roberson, Kelley Segars, Doug Burton	Smart Trips, local efforts	In-person	Knoxville
06/09/16	Oak Ridge National Lab	Diane Davidson	TMA history, statewide efforts	In-person	Knoxville
06/09/16	Tennessee Vans	Deanna Flinchum, Janice Osborne, Danielle Meyers	TN vanpool operations	In-person	Knoxville
06/15/16	Hytch	Mark Cleveland, Christian Bruckman	Local efforts	In-person	Nashville
06/15/16	Tennessee Vans	Bill Gilpen	Nashville/state employee vanpools	Phone	Nashville
06/15/16	TDOT	Tanisha Hall	Statewide efforts, vision	In-person	Statewide
06/15/16	Metro, Mayor's Office	Michael Briggs, Adams Carroll, Mary Beth Ikard	Local efforts	In-person	Nashville
06/23/16	State of Tennessee MVM	Craig Gulley	State shuttle/vanpool program	Phone	Nashville
06/23/16	CARTA	Lisa Managnano	Local efforts, Green Trips coordination	Phone	Chattanooga
06/24/16	State of Tennessee MVM	John Lawrence	State vanpool program	Phone	Nashville
07/05/16	vRide	Brandon Clark	TN vanpool operations	Phone	Memphis/statewide
07/05/16	Enterprise Rideshare	Chuck Welek	TN vanpool operations	Phone	Statewide
07/15/16	TDOT	Alan Jones, Casey Langford	Statewide efforts, vision	Phone	Statewide

**details initial/primary meeting with each stakeholder, does not include follow up emails and calls for additional questions and survey coordination*

Attachment C
Stakeholder Meeting Agenda

TDOT TDM Plan – Data Collection Phase

Stakeholder Meeting: [ORGANIZATION, LOCATION]

[DATE, TIME]

Meeting Objectives

1. Research regional strategies & plans
2. Establish a baseline of existing conditions
3. Initiate stakeholder relationship & open dialog

Meeting Agenda

1. Introductions, Project Overview
2. Open Discussion

Guiding Topics:

- *Local approach to TDM*
 - *Program offerings*
 - *Operational details*
 - *Staffing*
 - *Funding*
 - *Past/future*
 - *Local climate*
 - *Support for TDM*
 - *Unique characteristics*
 - *Program goals & measurement*
 - *Success & challenges*
 - *TDOT*
 - *CMAQ administration*
 - *Statewide opportunities*
3. Conclusion, Next Steps

Attachment D
Stakeholder Meeting Talking Points

TDOT TDM Plan – Data Collection Phase

Stakeholder Meeting Guide (Internal)

Stakeholders: MPOs & TDM/Rideshare Program Operators

Purpose:

- Research regional strategies and plans
- Establish a baseline of existing conditions
- Develop a positive working relationship with key stakeholder groups

Meeting Goals:

- Understand existing TDM program offerings and operations
 - Ridematching
 - Incentives
 - Employer/commuter outreach
 - Mode specific promotions/subsidies
 - ERH/GRH
- Review current promotional and marketing activities
- Review program goals
- Discuss challenges and obstacles
- Determine current data collection and performance measure tracking – request copies
- Determine their opinion of success locally and what resources they would need to make local efforts more impactful
- Discuss characteristics unique to the urban area
- Determine participants available for inclusion in surveying efforts (employers, stakeholders, commuter participants)
- Discuss current CMAQ funding process and use of funds
- Discuss TDOT engagement in TDM efforts and introduce statewide program and marketing concepts
 - Determine local needs regarding what would/not appeal

Guiding Questions:

- What are your primary service offerings?
- How is your TDM program structured?
- MPO: What goals as a region do you have for TDM programs and services?
- MPO: What value does [rideshare program] add to the [region] area?

Attachment D
Stakeholder Meeting Talking Points

- What is your most successful promotion/effort? Why/how?
- What technologies are you currently using? (ridematching, apps)
- How large is your program staff? What are the key team members' responsibilities?
- What additional funds (to CMAQ) support your program?
- How are program funds allocated and prioritized?
- What characteristics are unique to [region] that influence local TDM efforts and may not be factors in other parts of Tennessee?
- What is the primary goal of [program name]?
- How do you define success for your program?
- Do you have partnerships in place with additional TDM service providers (vanpool operators, shuttle providers)?
- If certain programs could be made available at the statewide level for your own local promotion, what programs do think would be best suited for this model?
- Is there anything TDOT could do to better support your program's success?
- What do you see as TDOT's role in TDM efforts statewide?
- Are there additional stakeholders in [region] that you would recommend we speak with?

Next Steps:

- Complete in-person meetings with MPO and rideshare programs in each of the 5 regions
- Anticipate follow-up conversations by phone in the coming weeks for additional data needs
- Conducting employer and commuter surveys – with both participants and non-participants – requesting distribution assistance in this effort
- Follow-up in-person meeting Oct/Nov to discuss outcomes/potential recommendations to TDOT