
TRIANGLE TDM FY14 PLAN REVISION: MEMORANDUM ON PROCESS AND OUTCOME

November 2015

EXECUTIVE SUMMARY

The Triangle TDM Program undertook a revision to update its Triangle Region 7-Year Long Range Travel Demand Management Plan (“Plan”) in FY14. The revision consisted of two major tasks, 1) revising the Table of Activities and 2) updating the hotspot identification analysis to target priority areas for program funding. This memorandum describes the first task; the hotspot identification analysis update is described in a separate memorandum.¹

The revisions to the Table of Activities (which was Appendix G of the original plan) ultimately resulting from this process are summarized below. The numbering below corresponds to the **final revised list of Activities as shown in Appendix A**.

- We refined Strategy 1.2, TDM-Supportive Public Policies in three ways:
 - Broadened language regarding local policy frameworks to be inclusive of other policies that local governments have or may adopt in the future, not just Durham’s former ordinance (formerly Activity 2.1.e; now 1.2.a)
 - Added Activity (1.2.b) to “Identify peer areas to study/benchmark” to inform subsequent tasks involving peer learning and information sharing
 - Refined language on public policy support (Activities 1.2.d, 1.2.e, and 1.2.f) in response to Oversight Committee feedback that this be a limited activity and more targeted toward public (local government) policies
- We added baseline, ad-hoc surveys for employers who have recently relocated to the commuter survey Activity (2.2.b) to characterize employee commute habits for employers who were not captured by the most recent round of regional employee surveys
- We added Activities for Core Program grantees to take (2.3.g) and provide (2.3.h) professional development opportunities

¹ The original Designating Hotspots Memorandum was dated January 30, 2014. This document has been updated in November 2015 to clarify language and for the FY17 grant cycle.

- We broadened “real-time arrival information” Activity (3.2.b) to be about more general and allow Service Providers to work with the technology’s developers to enhance functionality of any TDM-supportive technologies promoted by Service Providers
- We added a new Activity (4.2.k), Develop educational materials for technology users, to allow for developing instructional guidance for users on any TDM-supportive technologies promoted by Service Providers
- We added a new Strategy (4.5), Information and Outreach Materials on TDM Successes and Benefits, to provide for development and customization of TDM outreach materials targeted to public and private decisionmakers

The Program will continue to maintain and update the Triangle TDM Long-Range Plan as resources allow.

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BACKGROUND

This document summarizes a revision of the Activities recommended in the Triangle Region 7-Year Long Range Travel Demand Management Plan (UrbanTrans, 2007) conducted by the Triangle TDM Program in FY14. The Table of Activities in Appendix A of this memorandum replaces the Activities listed in Tasks F & G and Appendix G of the original Plan. This revision followed a review TJCOG staff conducted to identify gaps in plan implementation and minor adjustments of Plan Activities to accord with then-current practice (described in detail in the Triangle TDM FY13 Plan Review Memorandum of Findings & Plan Updates).

The delineation of hotspots to help prioritize program funding was also updated in FY14; however, those findings are detailed in a separate memorandum.

The rest of the original plan is unchanged unless otherwise noted. The reader not familiar with the original Plan is encouraged to read it in conjunction with this supplemental memorandum as well as the FY13 Plan Review Memorandum.

INTRODUCTION

The purpose of the Triangle Transportation Demand Management (TDM) Program is to coordinate and evaluate regional TDM activities that aim to reduce traffic and air pollution by promoting commute alternatives such as mass transit, carpooling, biking, telework, and vanpooling.

The Triangle Region 7-Year Long Range Travel Demand Management Plan (“the Plan”) was developed in 2006 and 2007 to:

1. Forge a collaborative regional working group that buys into the process of developing the long-range plan, and emerges legitimately invested in the outcomes and recommendations.
2. Use the best available data and information to provide the technical background and analysis to aid decision making, while leaving room for professional judgment and common sense.

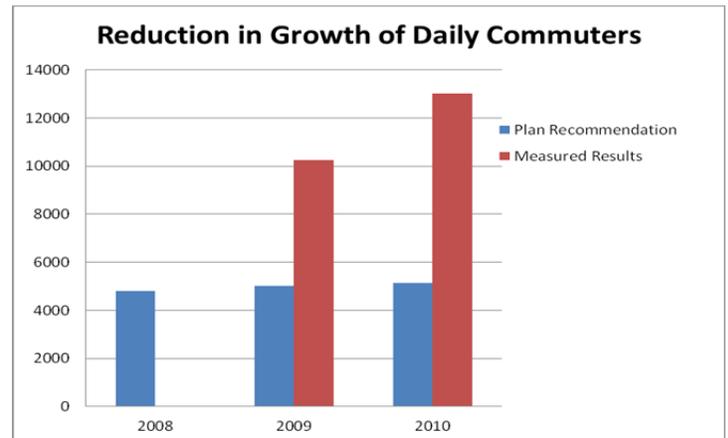
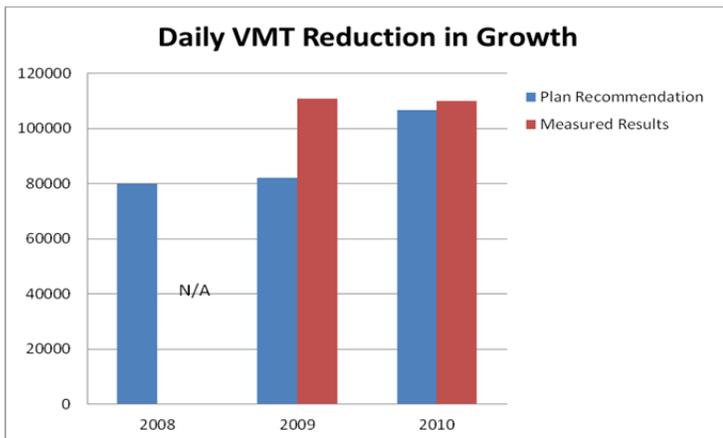
3. Outline a clear and straight-forward action-plan for all involved parties to move forward in a coordinated manner.

UrbanTrans Consultants, in cooperation with the Texas Transportation Institute, was retained to work with a Triangle Regional TDM Advisory Committee to complete the original Plan. The seven-step planning process consisted of:

- A. Stakeholder Involvement
- B. TDM Program Analysis
- C. VMT Growth Management Assessment
- D. Market Analysis
- E. Investment Scenario
- F. Draft Recommendations
- G. Final Report

The Plan contains five categories of recommended Activities, called Performance Areas, which are numbered: Planning (1), Program Administration (2), Services & Operations (3), Marketing & Branding (4), and Outreach (5).

These Activities are designed to help the region reach the state goal of a reduction in the growth of Vehicle Miles Traveled (VMT) by 25% within seven years, starting in FY08. Attainment toward these goals is evaluated using specialized impact calculations, which are based on programmatic participation data and periodic surveys of Triangle commuters, and presented in the Program's Annual Reports, available online. These goals were met and exceeded.



Lastly, it was clear that grantees and administrators need to revisit metrics by which grantees should project and estimate performance. For example, although it is often valuable to estimate VMT reductions that can be expected by implementing a particular Activity, metrics such as TDM service participation rates might be a more appropriate metric for estimating and reporting on the effectiveness of supporting activities such as outreach. These issues will be addressed on an ongoing basis at appropriate milestones in the grant cycle and the 7-Year Plan update cycle.

REVISION METHODOLOGY

Future Strategies Brainstorm

TJCOG staff designed a collaborative process for obtaining and integrating input from grantees and funders into revisions to the 7-Year Plan. A “Future Strategies” brainstorming session was held with Service Providers for October 30, 2013. First, key program components were reviewed, including

- Hotspots
- Responsible Parties
- Performance Areas, Strategies, and Activities
- FY13 Plan Review and Update
- Evaluation

Then, the group discussed objectives and the process for FY14 Plan Revisions in greater detail. The objective of the session was to start developing ideas for presentation to and discussion with the Oversight Committee at a later Fall Retreat. Service Providers were asked to consider:

- What’s the best way to get people to use alternative commutes?
- Why is this an effective idea? Is anyone already doing it and what has been their experience?
- What’s the cost? Who’s your target audience? What resources would you need?

The Future Strategies Brainstorm participants broke out into two subgroups: one group was mostly University Service Providers and the other group was mostly municipal Service Providers. A Service Provider from each group was chosen to assist in taking notes and be prepared to report to the other group with the results of the discussion on Strengths, Weaknesses, Opportunities, and Threats (SWOTs).

Each group was instructed to give feedback on post-it notes for each category of the SWOT analysis. The following were prompts to generate discussion and suggestions for the SWOT analysis:

- INTERNAL Strengths: What is going well? What are some bright spots or great moments in (y)our work?
- INTERNAL Weaknesses: Where do things fall short? What keeps you/us from greater success?
- EXTERNAL Opportunities: What external factors might make (y)our work easier or better?
- EXTERNAL Threats: What external factors might make (y)our work harder?

The results of this discussion are summarized below.

Strengths

- Regional coordination

- Technology
- Funding / support
- Service provider autonomy
- Evaluation, accountability & recognition
- Target(ing) audiences
- Carrots & sticks
- Experience/ capable staff
- Outreach

Weaknesses

- Policy/research capacity
- Lack of resources, personnel, training, time, and funding
- Coordination with partners and our larger organizations
- Internal coordination & communication
- Hotspot boundaries/emerging hotspots
- Demographics/infrastructure challenges

Opportunities

- New trends: marketing leverage
- Infrastructure and local policy
- Fortify
- New/enhanced partnerships
- Marketing/outreach
- New ways to share costs

Threats

- Macro factors
- Employer engagement/collaboration
- Competing priorities and policy (both organizational and economic)
- Multijurisdictional decision making
- Geography
- Perceptions
- Limits of transit systems
- Change is hard

The discussion and ideas from the brainstorming session revolved heavily around several themes.

- Improving policy & coordination
- Illustrating data on impacts
- Educating decisionmakers

The group decided to advance the following into suggested revisions to Plan Activities for consideration by the Oversight Committee:

1. Make the business (employers') case for implementing TDM
2. Make the government case for TDM to elected officials
3. Research parking policies that support TDM
4. Enhance technology/make tools more intuitive, e.g., TransLoc
5. Educate users on how to use current technology tools
6. Identify new peer geographic areas to study/benchmark
7. Figure out how to incorporate new LSPs into TDM program
8. Study the impacts of broader social/economic forces on TDM, e.g., gas prices, aging
9. Determine how TDM program should prioritize audiences for outreach/targeting
10. Explore regional/local news for creative and entertaining advertising/programming and collaboration between Service Providers and employment centers to promote TDM

Group Retreat

Participants self-selected into groups to work on refining the ideas listed above. Ultimately, 10 substantive revisions were sent to the Oversight Committee and other participants for consideration and discussion at a November 22, 2013 group retreat.

Finalizing and Incorporating Revised Activities

TJCOG TDM Program staff drafted new or revised Activities with Retreat feedback. These revisions were circulated for review and the final draft approved by the Oversight Committee. The revised Table of Activities in Appendix A of this memorandum replaced the tables of Strategies and Activities in the original Plan. This revised Table of Activities is the de-facto "menu" of activities eligible for funding under the Triangle TDM Program, and this revised table has been used since the FY15 grant cycle (that is, grant proposals were based on this set of activities).

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REFERENCES

UrbanTrans Consultants, Inc. Triangle Region 7-Year Long Range Travel Demand Management Plan. June, 2007.

Triangle TDM FY13 Plan Review: Memorandum of Findings and Plan Updates. September, 2013.

Prioritizing Geographic Areas of the Triangle for Provision of TDM Services [Memorandum]. November, 2015.

APPENDIX A: REVISED TABLE OF ACTIVITIES BY PERFORMANCE AREA

Performance Area 1: Planning

Strategy	Activity Number and Description	Responsible Parties (a Lead may be specified)
1.1 Expand Funding Opportunities	<p>1.1.a Pursue new funding opportunities. Through regularly scanning prospective grant and other prospective funding sources, funding opportunities will be identified to attract new financial resources to support TDM efforts in the region. Planning staff will regularly monitor the Federal Register for new solicitations. Additionally, staff will network with federal contacts at FHWA, FTA, and EPA for TDM funding leads. Funding sources may include, but are not limited to, local funding, CMAQ, STPDA, etc. Funding applications will be developed and submitted for those opportunities deemed most promising by the Oversight Committee. (See Section 2.1 for more information on call for projects process.)</p>	TJCOG and Oversight Committee (lead), MPOs, TTA, LSPs
1.2 TDM-Supportive Policies	<p>1.2.a Continue to support implementation of local government-adopted TDM policies, such as the Chapel Hill Transportation Management Plan Program. The voluntary Durham Commute Trip Reduction Program is another example of a local government policy or program.</p>	TJCOG, LSPs
1.2 TDM-Supportive Policies	<p>1.2.b Identify peer geographic areas to study/benchmark. Identify national models of best practices of TDM implementation and initiate ongoing collaboration with other TDM programs in the nation that have similar industries, travel characteristics, demographics, or growth patterns. These “sister” cities or regions could have valuable insights into issues such as coordinating TDM with transportation plans and managing land use to support TDM. Develop relationships with sister regions to share information. This Activity will help the Triangle TDM program stay abreast of best practices in TDM public policy and foster a culture of collaboration with other regions.</p>	TJCOG
1.2 TDM-Supportive Policies	<p>1.2.c Compile research and reports on TDM-supportive policies that could be appropriate to the Triangle. Develop, maintain, and make available a compilation of resources from the Internet, TDM listservs, sister regions, local partners, and other sources on public policies that influence the success of TDM strategies, such as local government development ordinances, housing policies, and parking management practices. Research topics will be decided as part of the TJCOG annual Work Plan.</p>	TJCOG
1.2 TDM-Supportive Policies	<p>1.2.d Produce original topical reports, fact sheets, case studies, etc. Research and provide information on specific TDM-supportive public policies that describes a) policies that have been adopted by Triangle hotspots and/or b) how local governments could implement new TDM-supportive public policies.</p>	TJCOG

1.2 TDM-Supportive Policies	1.2.e Provide ongoing educational opportunities on specific TDM-supportive policies and how they could be implemented locally. Ongoing outreach will be tailored to the target audiences. For example, the program could hold lunch-n-learns for local planners, webinars and regional forums with guest presenters from peer communities, etc.	TJCOG
1.2 TDM-Supportive Policies	1.2.f Provide technical assistance on TDM-supportive public policies upon request to Triangle TDM stakeholders. Respond appropriately to Triangle TDM stakeholders who request assistance with public policies and plans to better support TDM. Assistance that would involve a substantial time commitment (e.g., >10 hours) will involve Oversight Committee review/approval (via annual Work Plan approval or ad-hoc request).	TJCOG
1.3 Regional TDM Coordination	1.3.a Coordinate the Triangle TDM Oversight Committee. The Triangle TDM Oversight Committee meets regularly to address issues of regional importance as they pertain to TDM and commute alternatives and serves as the selection committee for the annual Request for Proposals and other contractual work undertaken by the Program.	TJCOG
1.3 Regional TDM Coordination	1.3.b Serve on technical advisory committees for major transportation projects and studies. TDM should be integrated into all aspects of major transportation projects, from planning to construction mitigation to marketing new transportation services.	TJCOG, TTA
1.4 Long-range Planning Support	1.4.a Prepare white paper for long-range TDM strategies. The white paper will provide the basis for TDM strategies within the Regional Transportation Plans.	TJCOG, MPOs
1.4 Long-range Planning Support	1.4.b Advocate for HOV lanes. As corridors are reviewed for major transportation improvements, such as managed lanes, truck-only lanes, widening, and HOV lanes, TDM Service Providers must have a voice. There are major policy implications to TDM programs that are affected by these investments.	NCDOT, MPOs
1.4 Long-range Planning Support	1.4.c Opportunity to tie TDM Program funding to provision of local growth policies. This Activity is not a priority for the Triangle TDM Program at present.	n/a

Performance Area 2: Program Administration

Strategy	Activity Number and Description	Responsible Parties (a Lead may be specified)
2.1 Triangle TDM Program Administration	2.1.a Administer State contracts and grants. The State will contract with one administrator (TJCOG) for all Triangle region grants. This administrator will then allocate funding based on call for projects. A portion of this funding will be set aside for ongoing regional program activities.	TJCOG
2.1 Triangle TDM Program Administration	2.1.b Serve as an ombudsman for TDM partners. TJCOG serves as a coordinator and regional ombudsman among Service Providers, TDM stakeholders, and funding organizations regarding the status of contracts, new grant opportunities, and program funding. As ombudsman, TJCOG represents the interests of the TDM Service Providers, investigating and addressing any reported complaints.	TJCOG

2.1 Triangle TDM Program Administration	<p>2.1.c Coordinate grant application process. TJCOG will issue the annual request for proposals for the Triangle TDM Program. TDM Service Providers submit applications for funding to TJCOG, which forwards them for review to the Triangle TDM Oversight Committee. Once projects have been selected, TJCOG will conduct an orientation for grantees on reporting requirements, invoicing procedures, and other important information for grantees.</p>	TJCOG
2.1 Triangle TDM Program Administration	<p>2.1.d Submit Quarterly Reports to TJCOG with detailed data on the metrics relevant to the Activities in Service Provider Work Plans. TJCOG is providing Service Providers more specific guidance on the exact metrics to be tracked and reported for specific strategies. Detailed Quarterly Reports are essential for TJCOG to be able to implement Activity 2.2.a, Calculate and report program impacts.</p>	TTA, LSPs
2.1 Triangle TDM Program Administration	<p>2.1.e Review proposed annual Work Plans and Quarterly Reports. TJCOG reviews proposed Work Plans and Quarterly Reports as they are received from the Service Provider to ensure that work is proceeding according to plan. TJCOG works with individual grantees to resolve issues and obtain Oversight Committee approval for deviations from proposed annual Work Plans.</p>	TJCOG
2.2 Triangle TDM Program Monitoring & Evaluation	<p>2.2.a Calculate and report program impacts. Program impacts (e.g., reduced VMT, trips, and emissions) should be calculated and reported annually. Data for program impact calculations come from Quarterly Reports and other studies and information that grantees should maintain and provide to TJCOG upon request after the end of the fiscal year. TJCOG provides these calculations to funders and other entities to demonstrate programmatic benefits.</p>	TJCOG
2.2 Triangle TDM Program Monitoring & Evaluation	<p>2.2.b Survey Triangle commuters regularly. On a regular (e.g., biennial) basis, conduct a survey of employee and student commuters in each hotspot to determine changes in commute profiles to assist with calculation of program impacts and to gain insight into services they use or desire to use. Steps to be coordinated among TJCOG, Service Providers, and contractors include developing the survey instrument, determining the survey population, and stating parameters for analysis and reporting. Service Providers will beta test the survey, interface with employers and academic institutions to disseminate the survey links, help answer questions about the survey, and determine which institutions within their hotspots will receive detailed reports (as budget allows). Service Providers should share hotspot commuter surveys with local planning and transportation departments as appropriate. "Baseline" surveys of employers interested in TDM services that were not included with the hotspot surveys may also be conducted.</p>	TJCOG (lead), TTA, LSPs
2.2 Triangle TDM Program Monitoring & Evaluation	<p>2.2.c Track program participation. Programs cannot achieve results unless individuals participate in them. TJCOG will specify measurements that should be collected (at a minimum) by grantees to determine the success of TDM programs. These metrics should be tracked for each service the Service Provider provides or promotes. If the service or campaign is regional, consider ways to determine which activities resulted in new registrants/participants.</p>	TJCOG, TTA, LSPs

2.2 Triangle TDM Program Monitoring & Evaluation	<p>2.2.d Track program awareness. Program awareness is best measured through surveys of <u>all</u> commuters in a given hotspot or who work for a given employer (so that the findings for respondents are more generalizable to the population). Surveys of users of particular services could be used to help understand awareness of OTHER TDM services and programs on the part of those who already alt-commute. However, data from user surveys cannot be used to characterize awareness of TDM programs on the part of the larger population, since TDM service users are more likely to be aware of TDM programs and services.</p>	TJCOG, TTA, LSPs
2.2 Triangle TDM Program Monitoring & Evaluation	<p>2.2.e Track customer satisfaction for TDM-related services and programs. Customer satisfaction should be measured with user surveys and other tools) and tracked to ensure that the highest level of service is being provided to the public.</p>	TTA, LSPs
2.2 Triangle TDM Program Monitoring & Evaluation	<p>2.2.f Evaluate effectiveness of marketing & outreach activities. Some programs, campaigns, audiences, or modes may require more outreach effort than others to bring about desirable changes in commuter behaviors. Service Providers should track and use all available data to evaluate the effectiveness of their marketing and outreach activities. These data and evaluations should also be used to strategically design and execute any new or updated campaigns and services ("formative evaluation"). Information describing marketing and outreach activities conducted and their effectiveness should be summarized in grantees' Quarterly Reports.</p>	TTA, LSPs
2.2 Triangle TDM Program Monitoring & Evaluation	<p>2.2.g Analyze the influences of exogenous factors on the Triangle TDM Program and its services. Exogenous factors, such as changes in travel costs or employment shifts, may influence the success and impacts of the Triangle TDM Program. Analyzing these factors (preferably in a quantitative fashion) increases the confidence with which we can report the impacts of our services and enables the Program to better anticipate changing conditions that could influence participation in TDM services.</p>	TJCOG
2.3 Build the Triangle TDM Program	<p>2.3.a Conduct biennial organizational and programmatic reviews. Biennial reviews should be conducted to 1) assess hotspots, 2) evaluate achievement of Plan Activities & program goals, and 3) update the TDM Plan. (These reviews could be conducted in years when commuter surveys are not being conducted to even out staff effort.) Grantee reporting templates and supporting program guidance and policy documents should also be reviewed.</p>	TJCOG and Oversight Committee (lead), MPOs, TTA, LSPs
2.3 Build the Triangle TDM Program	<p>2.3.b Identify potential new Service Providers for Triangle hotspots. Hotspots identified by the Triangle TDM Program are often best served by a local Service Provider that has direct, established relationships with employers and commuters in the hotspot as well as with regional services.</p>	TJCOG, TTA
2.3 Build the Triangle TDM Program	<p>2.3.c Develop processes for training and orienting new Service Providers. Newly identified Service Providers will need some assistance in navigating TDM program procedures and getting their programs started. New Service Providers may also need guidance on expectations for participating in the grant program and GoPartners.</p>	TJCOG (lead), TTA, LSPs

2.3 Build the Triangle TDM Program	2.3.d Provide assistance, outreach materials, and support to new Service Providers. All Partners should coordinate to help new TDM Service Providers get established to improve delivery of TDM services.	TJCOG (lead), TTA, LSPs
2.3 Build the Triangle TDM Program	2.3.e Research TDM policies and connect with other successful TDM programs to inform possible future enhancements to local and regional services, marketing, and outreach in the Triangle. Local and regional Service Providers may compile and develop resources to help inform their Services & Operations, Marketing & Branding, and Outreach programming. Any documents obtained or developed should be contributed to the TJCOG online library once it becomes available (see Activity 1.2.c). Service Providers may also develop relationships with their peers in other TDM programs. This Activity will help the Triangle TDM program stay abreast of best practices in TDM and foster a culture of collaboration with other programs.	TTA, LSPs
2.3 Build the Triangle TDM Program	2.3.f Publicize continuing education opportunities to Triangle TDM staff, including training about regional products and services. Help ensure that TDM staff are aware of continuing education opportunities relevant to TDM. See the Conferences and Memberships Policy.	TJCOG, TTA
2.3 Build the Triangle TDM Program	2.3.g Participate in professional development and continuing education opportunities. Staff are encouraged to apply for professional development and continuing education opportunities relevant to TDM (e.g. trainings, certifications, conferences) in accordance with the Conference and Memberships Policy.	TJCOG, TTA, LSPs
2.3 Build the Triangle TDM Program	2.3.h Seek opportunities to share lessons learned with the TDM professional community. Service Provider staff are encouraged to submit proposals to present at professional development and continuing education opportunities relevant to TDM (e.g., conferences, webinars) in accordance with the Conference and Memberships Policy. Service Provider staff are also encouraged to also share best practices and innovative approaches to TDM programming with their local colleagues; GoPartner meetings are one possible forum.	TJCOG, TTA, LSPs

Performance Area 3: Services and Operations

Strategy	Activity Number and Description	Responsible Parties (a Lead may be specified)
3.1 Ridematch Service Enhancements	3.1.a Operate and maintain the ridematch database and 485-RIDE. A database of ridematch registrants is an important source of program data. Ensure the database is up to date (it can be purged e.g. every 6 months); however, past versions of the database need to be archived and available upon request for program evaluation purposes.	TTA
3.1 Ridematch Service Enhancements	3.1.b Ridematching tool enhancements. Enhance ridematch functionality, e.g., by integrating or developing tools that can track participation and incentives, providing text messaging capability, etc.	TTA

3.1 Ridematch Service Enhancements	3.1.c SchoolPool Ridematching. Ensure that the database and corresponding forms are set up to accommodate SchoolPool matches. More information on a detailed SchoolPool program is included in the Outreach section. (This Activity is not currently a priority for the Program.)	TTA
3.1 Ridematch Service Enhancements	3.1.d Create closed matching pools. Closed matching pools will assist with outreach for individual large employers or business parks and for carpool pilot programs, including the Emergency Preparedness Ridematching pilot programs.	TTA
3.1 Ridematch Service Enhancements	3.1.e Evaluate ridematching tools. To support tracking ridematching and other alternative commute program, evaluate database and online software tools as needed and as they become available.	TTA
3.1 Ridematch Service Enhancements	3.1.f Assess the value of a SchoolPool application on the GoTriangle website. If determined to be favorable, this task will require the interaction with the Website Development element to architect online access to the SchoolPool database. (This Activity is not currently a priority for the Program.)	TTA
3.2 Travel/Trip Planning Service	3.2.a Operate and maintain trip planning software applications, including answering customer service calls to 485-RIDE.	TTA
3.2 Travel/Trip Planning Service	3.2.b Enhance TDM technology tools in use by the Triangle TDM Program. As TDM technology tools improve, enhance them to be better integrated, accessible, and functional for customers. Potential enhancements might include (depending on cost and responsiveness/ability on the part of the technology provider): facilitating multi-modal trip planning; providing special event customer information and ridematching; integrating real-time transit information with scheduled information; and integrating real-time traffic information with transit, ridesharing, and biking information.	TTA, LSPs
3.2 Travel/Trip Planning Service	3.2.c Explore public-private shuttles. Public-private shuttles can help improve connections among TDM services and transportation modes, which could help expand usage. Vanpool ridership and wait lists could be used to demonstrate demand for new shuttle/transit routes.	TTA, LSPs
3.2 Travel/Trip Planning Service	3.2.d Research fare-free transit policies. This is a topic of interest to the TDM Program that should be discussed periodically by transit agencies.	TTA
3.3 GoTriangle.org Website Enhancements	3.3.a Maintain regional website content and functionality on an ongoing basis. Services/Operations and Administration staff will review and update GoTriangle.org website regularly to ensure content accuracy and full website functionality. LSPs also have pages to maintain.	TTA (lead), LSPs
3.3 GoTriangle.org Website Enhancements	3.3.b Evaluate, plan, and execute enhancements to GoTriangle.org. TTA staff and stakeholders should regularly evaluate the effectiveness of GoTriangle.org from both the administrative and user sides and recommend enhancements. Periodically, focus groups should be convened to evaluate user experiences. Program evaluation data needs should also be considered. The enhancements identified can be implemented as time and resources allow.	TTA

3.4 Vanpool Program	3.4.a Continue support for vanpool group formation. Interface with Marketing and Outreach staff to ensure a seamless transition once a vanpool has been “sold” to a new vanpool group. Provide first-class customer service to drivers and riders to ensure satisfaction and promote vanpool group retention.	TTA
3.4 Vanpool Program	3.4.b Facilitate automated pre-tax payment collection. This includes allowing employees to make electronic payments through their payroll to TTA for vanpool fees.	TTA
3.4 Vanpool Program	3.4.c Explore automated reporting systems. Explore the use of an online reporting system where vanpool users can sign up for, pay for, and manage their trips automatically. This will improve ease-of-use for participants and save TTA staff time to manage the vanpool program (automated invoice generation, users updating data, etc.).	TTA
3.4 Vanpool Program	3.4.d Explore new pricing structures and subsidies for vanpool programs. Explore offering reduced and flat fare pricing as a means to increase vanpool formation and ridership. Explore reallocating a larger percentage of 5307 funds that the vanpool program generates back into the vanpool program to increase amount of funding for the program.	TTA, LSPs (if applicable)
3.5 Emergency Ride Home Program Enhancements	3.5.a Maintain ERH operations, including payment processing and contracts administration. This task involves close communication with taxi services and car rental providers to monitor operations and resolve any customer complaints.	TTA
3.5 Emergency Ride Home Program Enhancements	3.5.b Support and market ERH services to existing and prospective patron companies. Track customer satisfaction and work with Marketing and Branding as well as Outreach staff to promote retention of ERH patron companies.	TTA (lead), LSPs
3.5 Emergency Ride Home Program Enhancements	3.5.c Assess ERH service enhancement strategies. Assess whether ERH clients perceive difficulties in accessing ERH service and whether incentives improve drivers' responses to ERH service calls.	TTA
3.6 Telework Program	3.6.a Refresh and conduct telework training workshops. These workshops, identifying lessons learned and relating operational guidelines, will provide information on overcoming management resistance, how to write a management proposal, how to develop telework programs for non-profit and public sector employers, technology considerations, and cost / benefit analyses of telework. The workshops will also serve as a tool to provide emergency preparedness outreach.	TTA
3.6 Telework Program	3.6.b Deliver ongoing GoTriangle telework consulting services. TTA will continue to deliver technical assistance upon request or through unsolicited follow-up with existing GoTriangle telework client companies.	TTA
3.6 Telework Program	3.6.c Support development and tracking of two telework pilot programs. Working in collaboration with Planning staff, two pilot programs will be conducted to evaluate options for enhancing the GoTriangle Telework program. The pilots should assess better ways to help be a resource to develop, implement, evaluate or gain information on telework.	TTA
3.6 Telework Program	3.6.d Publish telework e-newsletter. A newsletter targeting GoTriangle Telework partners, (client companies, and the public) could provide specific tips and stories for teleworkers.	TTA

3.6 Telework Program	3.6.e Solicit GoTriangle telework sponsorships. Seek private–sector partners willing to commit to an ongoing investment of financial resources to GoTriangle Telework in future years.	TTA
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Performance Area 4: Marketing and Branding

Strategy	Activity Number and Description	Responsible Parties (a Lead may be specified)
4.1 TDM Branding	4.1.a Solicit the involvement of the TDM community in publicizing the regional TDM brand.	TJCOG, TTA
4.1 TDM Branding	4.1.b Develop and update a Brand Development Plan. Service Providers who are responsible for (or who decide to create) brands should develop and periodically update Brand Development Plans that keep the brand fresh and explain how it is to be used.	TTA, LSPs (if applicable)
4.2 Focused Marketing	4.2.a Develop and implement detailed campaign- and program-specific marketing plans. Each campaign and program should have a marketing plan developed well in advance of its execution/deployment. Track metrics to measure the success of marketing efforts from the beginning of the program. For example, a special webpage could be used for the campaign that is tracked separately.	TTA, LSPs (if applicable)
4.2 Focused Marketing	4.2.b Develop and conduct annual regional “try it” marketing campaign(s). Conduct annual campaigns to increase awareness and participation in TDM programs. Track participation and program retention rates (people who stick with the new habit). Adapt the programs in response to employer and participant feedback.	TTA (lead), LSPs
4.2 Focused Marketing	4.2.c General marketing support. Update the most recent knowledge of area target markets, demographics and relevant messaging used to reach target audiences. Have staff and talent available to offer marketing, communications, and media relations questions.	TTA, LSPs (if applicable)
4.2 Focused Marketing	4.2.d Develop marketing campaigns that increase public awareness of TDM programs and their benefits. Deliver a unified message and a single reference point for commuters to find detailed information (i.e., GoTriangle.org). Develop a marketing plan that identifies the messages, action steps for the participant to take, and media outlets for publicity.	TTA, LSPs (if applicable)
4.2 Focused Marketing	4.2.e Develop and administer a recognition program for employers and developers. Develop a recognition program (e.g., Best Workplaces for Commuters) that stimulates corporate implementation of measures that promote alternative commuting. Administer the program and conduct a regular recognition event that publicizes their achievements.	TJCOG (lead), TTA, LSPs

4.2 Focused Marketing	<p>4.2.f Develop and disseminate TDM outreach materials using the findings (benefits and impacts to the region) from TDM Program Annual Reports and other sources of information about the success of the TDM Program.</p> <p>Highlight the collective efforts of the Triangle TDM programs as a whole and the localized organizations that contribute to its success. Demonstrate the effectiveness of TDM in terms of measures salient to the public and to decision makers: household transportation expenditures, infrastructure capacity and lifespan, air quality, reduced fuel consumption, increased mobility and economic opportunity, etc.</p>	TJCOG, TTA, LSPs
4.2 Focused Marketing	<p>4.2.g Develop and disseminate outreach materials in multiple languages.</p> <p>Ensure that non-English speaking populations also receive TDM outreach.</p>	TTA
4.2 Focused Marketing	<p>4.2.h Conduct commuter awards ceremony.</p> <p>A regional awards ceremony helps promote alternative mode utilization and stimulates competition among participants, leading to higher achievement in implementation of TDM practices.</p>	TTA
4.2 Focused Marketing	<p>4.2.i Seek out partnership opportunities for local campaigns.</p> <p>For each campaign, GoTriangle will attempt to leverage local resources to offset costs and/or staff resources.</p>	TTA, LSPs
4.2 Focused Marketing	<p>4.2.j Regional Bike to Work Month.</p> <p>Continue to promote cycling as a commute mode and educate commuters on how to bike commute safely.</p>	TTA, LSPs
4.2 Focused Marketing	<p>4.2.k Develop educational materials for technology users.</p> <p>Develop materials appropriate to each TDM technology tool and audience to educate users on how to download, install, and use them properly and effectively. Outreach materials should be consistently branded to ensure the user associates the tool with the Triangle TDM program (i.e., GoTriangle).</p>	TTA, LSPs (depends on the app/tool)
4.3 Media Relations	<p>4.3.a Support contacts with Triangle-area news media.</p> <p>Service Provider staff will maintain contacts with Triangle area news media, provide information as requested, and serve as subject matter experts on TDM issues.</p>	TTA (lead), LSPs
4.3 Media Relations	<p>4.3.b Seek placements in traditional media (TV, print, radio) for current events and/or feature stories.</p> <p>Current events stories report on a timely event or development affecting commuters, such as a planned special event, a new construction mitigation measure, or announcement of a new commuter benefit (e.g., passage of tax incentive legislation). Feature stories pertain to interesting but not time-sensitive stories about commuting life in Triangle, such as a “day in the life” story. Document any publicity (archive it on GoTriangle Google site and submit a copy with Quarterly Reports).</p>	TTA, LSPs
4.3 Media Relations	<p>4.3.c Promote TDM through social media (e.g., Facebook, Twitter, YouTube, blogs, etc.).</p> <p>Social media are increasingly important to reaching many key target audiences, building awareness of programs, showing how they can be used, and demonstrating that everyday people use them to get around comfortably and efficiently.</p>	TTA, LSPs

4.4 GoTriangle TDM Financial Incentives	4.4.a Develop regional commute tracking and rewards-based program. Develop a points-based accrual campaign that encourages the repeat usage of alternative modes. The program will be online to ensure it is easy to manage internally as well as promote and participate in externally. Rewards would reinforce local business relationships with corporate sponsors and gift cards. The program would be administered regionally and promoted locally.	TTA, LSPs
4.4 GoTriangle TDM Financial Incentives	4.4.b Develop and track incentive programs in pilot areas. Incentive programs will be deployed locally, in close coordination with Services/Operations staff, to test the feasibility of applying incentive programs regionwide. Metrics will be tracked to help evaluate the effectiveness of the program.	TTA
4.4 GoTriangle TDM Financial Incentives	4.4.c Fund regional reward/incentive based program for alternative commuters. Ensure there are funds to operate the regional incentive system and provide awards.	TTA
4.5 Information and Outreach Materials on TDM Successes and Benefits	4.5.a Develop components and information for outreach materials demonstrating the successes, quantitative impacts, and general benefits of the Triangle TDM Program. Triangle TDM Annual Reports are a good source of information on quantitative impacts. Infographics are one way this information might be presented intelligibly.	TJCOG, TTA
4.5 Information and Outreach Materials on TDM Successes and Benefits	4.5.b Develop components and information for outreach materials showcasing TDM best practices, innovations, and benefits from other metro areas. The Triangle TDM Program can learn from the experiences of other metro areas (see Strategies 1.2.c and 2.3.e). Infographics are one way this information might be presented intelligibly.	TJCOG, TTA
4.5 Information and Outreach Materials on TDM Successes and Benefits	4.5.c Develop and customize outreach materials for government decision makers. Using the information and components from Activities 4.5.a and 4.5.b, assemble outreach materials for government bodies that communicate the value of TDM for reaching community goals (e.g., reducing traffic, maintaining quality of life, attracting a diverse and qualified workforce).	TTA, LSPs
4.5 Information and Outreach Materials on TDM Successes and Benefits	4.5.d Develop and customize outreach materials for business decision makers. Using the information and components from Activities 4.5.a and 4.5.b, assemble outreach materials for business entities that communicate the value of TDM for reaching business goals (e.g., attracting a diverse and qualified workforce, employee wellbeing).	TTA, LSPs

Performance Area 5: Outreach

Strategy	Activity Number and Description	Responsible Parties (a Lead may be specified)
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5.1 Regional Outreach	5.1.a Coordinate regional program with local programs. Regional TDM programs must be sensitive to the desire to have local programs that address the specific needs and unique characteristics of local activity centers. A well thought-out strategy to regional program implementation that supports local programs, as appropriate, will be critical. GoTriangle Partners meetings provide an important mechanism for this coordination to occur. These meetings should be recorded and summaries provided to GoTriangle Partners so that discussions, decisions, and rationales are documented.	TTA
5.1 Regional Outreach	5.1.b Maintain relations with existing employer clients. To promote client retention, Service Provider staff will regularly check in and follow up with employers in their hotspots.	TTA, LSPs
5.1 Regional Outreach	5.1.c Conduct individualized employer outreach to targeted employers. A “Top 20” list of large metro area employers not in targeted areas will be established. These employers should have TDM Programs on paper that could be better utilized by their employees. Survey their employees to identify what programs they are aware of and what they would like as well as identify which employees are most likely to use them.	TTA
5.1 Regional Outreach	5.1.d Assist with vanpool group formation. Working primarily through employers and local TDM providers, regional outreach staff will act as technical experts to assist with recruiting vanpool drivers and forming vanpool groups to keep pace with van acquisition and vanpool group turnover.	TTA, LSPs
5.1 Regional Outreach	5.1.e Empower local Service Providers with regional marketing expertise, products, and services. Regional Outreach staff will provide technical and outreach support, as needed, in efforts to market regional products and services, including providing collaterals, accompanying partner personnel on outreach visits, and conducting follow up as requested.	TTA
5.1 Regional Outreach	5.1.f Reorganize regional outreach staff in response to changing conditions. TTA staff will focus outreach efforts in target areas that lack local staff resources. Once local staff resources have been established, TTA outreach staff can focus more effort on specialty- or mode-based outreach. (e.g. telework, vanpools, pre-tax, etc.) and large employers outside of targeted areas.	TJCOG, TTA, LSPs
5.1 Regional Outreach	5.1.g Develop a regional Employee Transportation Coordinator network. Regional Outreach staff will create online and/or in-person forums for Employee Transportation Coordinators to share ideas on how to implement TDM programs at their sites. Conduct at least 3 forums per year.	TTA
5.1 Regional Outreach	5.1.h Develop one employer case study per quarter. Case studies are an effective tool for outreach and education. TTA will leverage staff resources directed towards evaluation and tracking of employer outreach activities to develop brief employer case studies, to be used by all regional TDM partners.	TTA
5.2 Local Outreach	5.2.a Increase marketing, promotion, and outreach to target areas. Outreach staff will be accountable for maintaining regular contact and communication with their local commuters, providing services to employers/departments, collaborating on projects, supporting partner activities, and tracking and reporting progress.	TTA, LSPs

5.2 Local Outreach	5.2.b Develop local Employee Transportation Coordinator networks. Local Service Provider staff will create online and/or in-person forums for Employee Transportation Coordinators to share ideas on how to implement TDM programs at their sites.	LSPs
5.2 Local Outreach	5.2.c Conduct individualized employer outreach to targeted employers. A “Top Five” list of large target area employers for each targeted area will be established. These employers should have TDM Programs on paper that could be better utilized by their employees. Survey their employees to identify what programs they are aware of and what they would like as well as identify which employees are most likely to use them.	TTA, LSPs
5.2 Local Outreach	5.2.d Set up Commuter Stores. Whether an online store or an actual store that commuter can come into to access transportation information, these tools are extremely effective in getting messages to commuters. Serving as one stop shops for transportation resources the stores or even kiosks can be integrated into chamber, municipal or improvement district lobbies and/or websites.	TTA (lead), TJCOG, LSPs
5.2 Local Outreach	5.2.e Encourage property managers and new development sites to incorporate parking management and TDM-friendly site features. Site features and management practices could include bike racks and showers, pedestrian entrances, parking management (e.g., transportation allowances instead of paid parking spaces, preferential parking for carpools and vanpools), and carsharing programs.	TTA, LSPs
5.3 Special Events Outreach	5.3.a Provide TDM information for special events. Work with event venues and organizers to communicate with patrons about travel alternatives when attending large traffic-generating events.	LSPs (lead), TTA
5.4 SchoolPool Outreach	5.4.a Conduct outreach to schools. Similar to employer outreach, a “Top 40” list of metro area school prospects will be established to guide SchoolPool outreach efforts. SchoolPool outreach will be conducted to leverage specific events in the school year, including school registration, commencement of classes, and International Walk Your Kid to School Day. (This Activity is not a priority for the Program at present.)	n/a
5.4 SchoolPool Outreach	5.4.b Develop SchoolPool pilot program. Develop SchoolPool pilot program. Develop a pilot program to provide technical services to three regional schools (can also be administered locally if there is a willing implementer). The pilot program should include transportation surveys, ridematching and site analysis, resulting in transportation and marketing program that will eventually be turned over to the school to administer. Once the pilot program is found successful, develop SchoolPool handbook and expand services to all schools. (This Activity is not a priority for the Program at present.)	n/a
5.4 SchoolPool Outreach	5.4.c Safe Routes to School. The safe routes program should be integrated into any SchoolPool program. (This Activity is not a priority for the Program at present.)	n/a

<p>5.5 Emergency Preparedness Outreach</p>	<p>5.5.a Create two pilot programs for Emergency Preparedness Ridematching. Working with Services/Operations and Program Administration as well as Planning staff, Outreach staff will develop and deliver an outreach campaign aimed at encouraging targeted employers to register at least 50% of their employees into a carpool database for use in the case of emergencies. Emergencies can be interpreted broadly, including inclement weather, severe congestion, high gasoline prices, or other conditions that create a hardship for the employer due to inability of employees to arrive for work. The first tier of employers that will be contacted are government and military organizations, followed by public service companies; electric, fuel, and transportation providers; and, finally, the Triangle region's largest employers. Connect marketing messages with current events related to extreme weather conditions and the war on terrorism.</p>	<p>TTA</p>
<p>5.6 University Student Outreach</p>	<p>5.6.a Ensure students of driving age are 1) aware of and 2) encouraged to use TDM services, particularly those students who commute during peak hours.</p>	<p>TTA, LSPs</p>