

## PEER REVIEW

This peer review memo summarizes TDM programs by four regional organizations: Portland Metro, San Luis Obispo Council of Governments, the Mid-Ohio Regional Planning Commission, and Triangle J Council of Governments. The programs were reviewed to identify best practices and lessons learned for the GVMC Regional Transportation Demand Management Plan.

## Portland - Metro

### Overview

Metro is the federally mandated metropolitan planning organization (MPO) designated by the governor to develop an overall transportation plan and to program federal funds. Metro serves 1.5 million residents in Clackamas, Multnomah, and Washington counties, which include Portland, Oregon, and 23 other cities. Metro is governed by a president and six nonpartisan elected councilors. Metro authors and administers the **Regional Transportation Plan (RTP)**, which is updated every five years and outlines transportation priorities in the Portland metro area for the next 25 years. The RTP sets policies and priorities for network investments across all travel modes.

Part of Metro's mission as the Metropolitan Planning Organization is to develop and implement TDM. Metro invests federal and state funds into these programs and advises local jurisdictions on how best to budget for and maintain a transportation network that works for residents and visitors and furthers environmental, air quality, and climate goals. Metro's role is primarily as a funder, coordinator, and convener. Metro sets the regional TDM vision, then offers financial and policy support to other jurisdictions and organizations that implement program implementation in alignment with Metro-identified goals.

## Key TDM Initiatives

### Plans & Studies

Metro regularly researches TDM programs and resident attitudes toward different travel options to inform and improve their transportation network. Recent studies include:

- A **Regional Travel Options Survey** (2019) among Metro-area residents to understand variations by income, race, and gender and gain insights into which TDM strategies residents find the most motivating.
- The **Transportation Demand Management Inventory** (2019) [maps](#) TDM programs across the region to better understand how programs and services are distributed.

# GVMC Regional Transportation Demand Management Plan Peer Review Memo

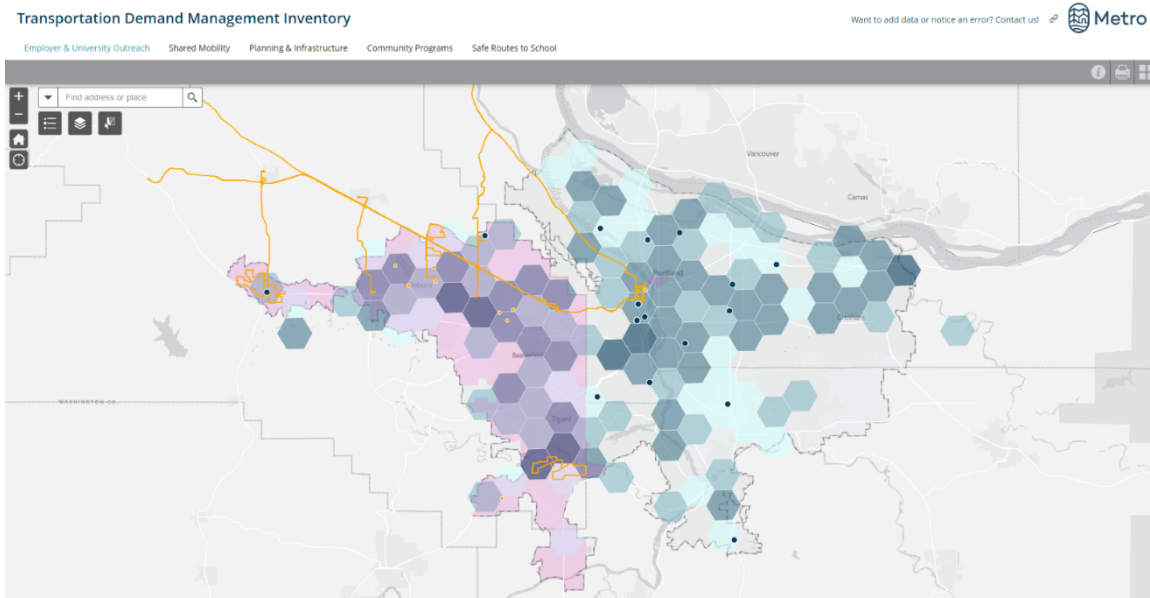


Figure 1: TDM Inventory for the Portland Metro Area

- Building on data collected during the inventory process, Metro developed a **TDM Needs and Opportunities Assessment** in 2019. The Assessment evaluated needs based on equity, safety, and service level and identified opportunities based on access, the potential for new infrastructure, and strategic partnerships. The report found that the greatest areas of need are in Portland's Northeast and Southeast suburbs and the far western edges of Metro's jurisdiction in Washington County. The greatest areas of opportunity were concentrated in Multnomah County. It also identified and made recommendations for several high-need, high-opportunities corridors.
- In 2021, Metro published a **Regional Congestion Pricing Study** to explore solutions to reduce traffic and pollution in greater Portland. The study was catalyzed by the 2018 Regional Transportation Plan, which identified congestion pricing as a high-priority, high-impact strategy. It highlighted the impacts of congestion beyond traffic delays, including lower transit reliability and climate and equity concerns. Metro TDM staff have been involved in conversations and debates around congestion pricing to ensure that any future policy aligns with TDM goals and to understand the implications of congestion pricing on consumer travel patterns that may increase demand for alternative commute modes. The findings from the study will be incorporated into policies for managing congestion in the 2023 Regional Transportation Plan.
- Metro's **Regional Travel Options Strategy** is the guiding policy document for the RTO program administration. It outlines program goals, objectives, and metrics to assess plan quality and implementation. In the 2018 update, the strategy document outlined a new Safe Routes to School program for Greater Portland's 330 public schools in 17 districts and added 0.5 FTE staff support from Metro for the program.
- Metro authors and releases a **Regional Travel Options Evaluation** of each grant cycle to understand whether funding delivers projects that provide measurable benefit to the region and align with long-term goals. In 2017 Metro updated its reporting process to help grantees capture more consistent performance data, contributing to greater accountability and transparency. The [2019 report](#) evaluated outcomes from the 2015-2017 and 2017-2019 grant cycles.

## Programs & Resources

Many Metro initiatives focus on providing TDM services and information as part of Metro's broader objectives of improving the quality of life throughout the region.

- Metro administers the **Regional Travel Options (RTO)** program. Originally established in the 1990s, the RTO program's ultimate goal is to make communities safer and more livable by offering a wide range of transportation options. The program is funded primarily through Federal Transit Administration (FTA) dollars. Each core partner agency commits to dedicating 0.5 FTE for RTO program support.
  - One component of the program is the issuance of **grants** to government agencies, colleges, universities, public school districts or schools (K-8), and non-profit organizations to develop and institute TDM programs. Oregon City, an example of a grant recipient for the 2019-2022 award cycle, received \$150,000 to update its 2017 TDM plan. During the 2019-2022 grant cycle, \$6 million was distributed through 53 to 36 organizations. The largest portion of funds (\$4 million) was awarded to 12 Metro Core Partners, organizations with a long-standing history of delivering travel options programs and prior recipients of funding awards.
  - The RTO program also conducts **public education, employer outreach, regional rideshare**, dedicated **funding for end-of-trip facilities** installation and improvement (e.g., bicycle parking), and funding for community-focused pilot projects. An example of employer outreach is through the statewide ECO Rule, a commute trip reduction policy that requires employers with more than 100 employees to provide commute options designed to reduce the number of trips by car. Metro works with the Oregon Department of Environmental Quality and ECO-eligible employers to help accomplish statewide TDM goals.
  - Further, under the RTO Program, Metro, convenes the **RTO Collaborative Group**, an informal assembly of local governments, agencies, nonprofits, and transit providers. The group learns from one another as they work towards a common goal of reducing SOV trips and providing Metro Portland residents with a wide range of transportation options. The group is governed by the Regional Transit Options Strategy.
  - Metro also operates a Safe Routes to School (SRTS) Program under the RTO umbrella. The program includes mini-grants for schools to implement SRTS activities, communications materials, and safety campaigns.
- Metro is a regional partner of [Get There Oregon](#), a platform managed by the Oregon Department of Transportation (ODOT) for trip planning and logging, ride-matching, and challenges. The platform allows users to track data on reduced carbon emissions, calories burned, and money saved by choosing alternative travel options. The platform offers resources for both commuters and employers. The RTO program supports the platform in the Portland Metro area.

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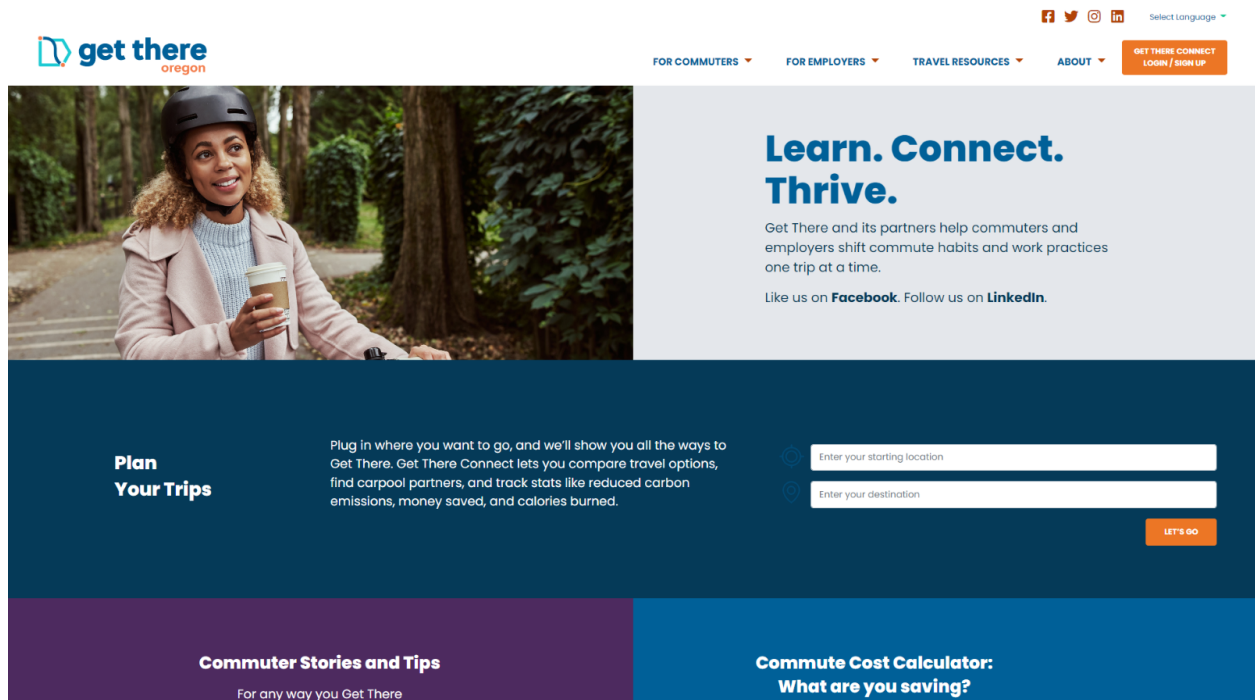


Figure 2: Get There Oregon Website

- Metro is also the convener and facilitator of the **Joint Policy Advisory Committee on Transportation (JPACT)** and the **Transportation Policy Alternatives Committee (TPAC)**. Both focus on transportation planning and funding priorities for the region. The JPACT is a 17-member committee comprised of Metro members that makes regional transportation recommendations to the Metro Council for adoption as an official policy. The 19-member TPAC includes technical staff from governments, agencies, the Southwest Washington Regional Transportation Council, and six community members. There are also six non-voting committee members. The TPAC reviews regional plans and federally funded transportation projects and provides technical input to the JPACT on investment and policy priorities. Both committees meet monthly.

## Community Partnerships

Because Metro is primarily a funder of other organizations, it has strong connections with local governments, non-profits, and major employers in the region.

- Metro frequently works with the Portland Bureau of Transportation (PBOT) because they are a large and well-established agency with existing connections to the greater Portland community. They have demonstrated success in TDM program implementation and help connect Metro funding with grassroots and local TDM campaigns.
- Metro is currently working with Clackamas County, the most rural of its three-county jurisdiction, to anticipate future TDM needs as the county sees an increased pace and volume of new development. Metro is working with County staff to form a coalition of local jurisdictions that can move TDM forward in a unified direction.

## Funding and Staffing

Regional Travel Options, a part of Metro's Planning and Development Department, receive approximately \$12.2 million in federal allocations. These allocations are the primary funding sources for Metro's TDM work.

- \$4.8 million in direct Federal funds
- \$7.8 million in indirect Federal funds
- \$425,000 in direct state funds.

Federal funding is distributed through the Surface Transportation Program, the Congestion Mitigation/Air Quality Program, and the Transportation Alternatives Program. State funds come down to Metro through the State Transportation Improvement Program. A detailed breakdown of Metro's funding streams and capacity is available in the Metropolitan Transportation Improvement Program.

Roughly \$3 million of the RTO funds directly support Metro staff and operations, and the remaining \$9 million is distributed to grant applicants. Metro has three full-time staff who work exclusively on TDM programs and three additional staff that support TDM activities part-time.

## Relevance/Takeaways for GVMC

- Foster regional knowledge sharing and collaboration: In addition to its existing technical and policy committees, GVMC could develop an informal collaborative, knowledge-sharing group modeled after the RTO Collaborative Group. This group could include GVMC jurisdictions, local transit providers, large employers, and non-profit organizations to share best practices for TDM program development and implementation across modes and organizational structures.
- Provide funding for implementation: GVMC could adopt a model similar to Metro in being a recipient and distributor of competitive funding to support TDM activities in its surrounding communities or fund TDM coordinators in each region's Counties or municipalities.

## SAN LUIS OBISPO – SLOCOG

### Overview

San Luis Obispo Council of Governments (SLOCOG) is the designated regional transportation planning agency, metropolitan planning organization (MPO), regional census data affiliate, and service authority for freeways and expressways. SLOCOG covers San Luis Obispo County, California and its seven major cities: Arroyo Grande, Atascadero, Grover Beach, Morro Bay, Paso Robles, Pismo Beach, and San Luis Obispo. SLOCOG coordinates with other regional agencies like the San Luis Obispo Regional Transit Authority, the Air Pollution Control District, and the California Department of Transportation. SLOCOG's board is made up of elected officials from each incorporated city within the county and the full County Board of Supervisors. SLOCOG's education, promotion, and outreach measures raise awareness of transportation options, improve understanding of network operations, and build positive attitudes toward non-SOV travel. Programs include Safe Routes to School, Bike Month, Rideshare Week, and Back N'

Forth Club Employer Outreach. It also provides incentives and disincentives that seek to make specific travel choices attractive to travelers, motivating decisions by methods like convenience, cost, or rewards. These programs include Regional Vanpool Subsidy, Guaranteed Ride Home, and Youth Ride Free.

## Key TDM Initiatives

### Plans & Studies

SLOCOG's primary mission is to maintain and improve mobility connections within the county. To support this effort, SLOCOG authors policy documents that guide the implementation of transportation programs and funding allocation.

- The **Regional Transportation Plan** (2019) contains a chapter on maximizing system efficiency focusing on Transportation Demand Management. The chapter's goal is to lower the strain on existing infrastructure and improve residents' overall quality of life. SLO Regional Rideshare is a division of SLOCOG and operates the TDM program. TDM initiatives are divided into two categories.
  - Education, promotion, and outreach measures raise awareness of transportation options, improve understanding of network operations, and build positive attitudes towards non-SOV travel. Programs include Safe Routes to School, Bike Month, Rideshare Week, and Back N' Forth Club Employer Outreach.
  - Incentives and disincentives seek to make specific travel choices attractive to travelers, motivating decisions by convenience, cost, or rewards. These programs include Regional Vanpool Subsidy, Guaranteed Ride Home, and Youth Ride Free.
- SLOCOG has conducted four **Park & Ride Lot Development studies**, most recently in 2017, to assess usage, maintenance needs, and infrastructure improvement recommendations at these facilities. The studies also identify sites for potential lot expansion.

### Programs & Resources

SLOCOG manages [SLO Regional Rideshare](#) (Rideshare), a countywide TDM program. The program aims to increase mobility and decrease SOV trips for San Luis Obispo County residents, employees, and visitors.

- Its website [Rideshare.org](#) is a "one-stop-shop" for regional transportation information within the county. Programs and information available through the website include the following:
- Rideshare assists local jurisdictions and developers seeking solutions to reduce vehicle miles traveled (VMT) around and within project areas. Resources include [a downloadable TDM Menu](#) and contact information for Rideshare staff who can provide further consultation assistance.
- During the summer months, five regional transit operators (Regional Transit Authority, South County Transit, Paso Robles Routes A&B, San Luis Obispo Transit, and Morro Bay Transit) offer free rides to K-12 students under the [Youth Ride Free](#) program.

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- [Vanpool](#) information and organization tools are available to Rideshare.org users. SLOCOG also offers a vanpool subsidy of up to 50% of monthly commute costs when using an approved vendor (Enterprise Vanpool, Ride-On Transportation, or Green Commuter). Funding for vanpool comes from the FAST Act, through the Congestion Mitigation and Air Quality (CMAQ) program.
- The [Back N' Forth Club](#) is a commuter benefits program administered through iRideshare.org that assists employers and commuters and through education and empowerment tools that alleviate traffic congestion, help commuters save money on gas, and make it easier to get to work. The program provides extensive support and resources for employers, and there are currently 67 local employers and 22,000 commuters associated with the program. Back N' Forth Club is funded through the Regional Surface Transportation Program (RSTP) and with Congestion Mitigation and Air Quality (CMAQ) dollars.
  - San Luis Obispo County employers can participate in the program at one of four levels:
    - Bronze: commitment to marketing sustainable commute options to employees;
    - Silver: addition of facilities, such as carpool parking or showers;
    - Gold: addition of paid incentives or pre-tax benefits; and
    - Platinum: addition of other activities that go above and beyond to yield exceptional levels of employee participation, with additional tools for new hire recruitment
- Each participating employer designates a Lead Super Commuter (LSC), who is the liaison between the company and SLO Regional Rideshare staff. The LSC administers the company TDM program and has access to Rideshare resources like trip reduction plans, marketing and promotional materials, and quarterly webinars.
- Benefits to employees of participating employers include:
  - Personalized commute recommendations
  - Vanpool coordination and subsidy
  - *Try Transit* passes for commuters new to riding the bus
  - Access to the Guaranteed Ride Home program
  - Participating in Rideshare challenges like Bike Month and Rideshare week,
  - Free access to bike lockers at regional Park & Ride locations
  - SLOCOG offers extensive support to its employer partners in the program. The TDM staff holds regular new employee orientation sessions with several large regional employers and helps employees with one-on-one trip planning. They target promoting at least one campaign per quarter to Back' n' Forth club members, such as Bike to Work Day. Although this is a time-intensive offering, the staff find that the best opportunities to encourage mode shift are through personalized, face-to-face interaction. SLOCOG is also available to administer a commuter benefits program at no cost to the employer.
- [Guaranteed Ride Home \(GRH\)](#) offers up to 6 free or low-cost emergency rides annually to commuters already participating in the Back N' Forth Club. Commuters must have traveled to work via carpooling, vanpooling, public transit, bicycling, or walking to be eligible. Rides on Uber, Lyft, or taxis are reimbursable for up to \$100 with a receipt. Emergency uses include personal or family illness, loss of access to carpool or vanpool

due to another participant's illness, bicycle problems like mechanical failure, flat tire, or inclement weather, and unscheduled overtime or late work.

- SLO Rideshare's [Know How to Go](#) initiative targets seniors, people with disabilities, and low-income individuals; however, it is also available to the public. It connects commuters with a mobility options specialist that can help them plan commute options in real-time over the phone, as well as through printable resources and schedules for RTA and SCT fixed route buses, SLO Transit, and Morro Bay Transit. In 2022, SLOCOG expanded its program outreach to Spanish speakers. Know How to Go is funded through the Federal Transportation Administration's Section 5310 Grant and recently received \$375,000 to expand the program.
- [Bike Month](#) is an annual month-long campaign encouraging residents to cycle more for transportation and leisure. Specific days are designated for biking to school and work, and there are ongoing community celebrations, discounts at local businesses, and prize drawings for participants who log their trips on iRideshare.org. Funding for Bike Month activities comes from the Local Transportation Fund (LTF). During the 2022 Bike Month, there were 41 events, over 3,000 students participated in Bike to School Day, and 242 unique users logged trips on iRideshare.org.



Figure 3: Bike Month Campaign Promotional Branding

- SLOCOG is the central coordinator, implementor, and convener for the County's Safe Routes to School (SRTS) program, funded primarily through the California Active Transportation Program with some additional discretionary funding from the county. The program has been nested within SLOCOG's TDM program since its inception. SRTS is an initiative that encourages children to use active transportation to get to and from school while ensuring there are safe and accessible pathways upon which to do so. SLOCOG offers community and educational resources and incentives to campuses participating in the program, such as educational programs during and after school hours, walkability and bikeability audits, and map creation. Approximately 60 schools within the county actively participate in the program.
- SLOCOG maintains an [interactive map](#) of 17 [Park & Ride](#) lots maintained by the county for general public use. The lots are served by transit and/or bike facilities and also serve as central meeting locations for car and vanpool commuters. SLOCOG aims to continue improving these facilities in the coming years with the addition of EV charging infrastructure, low-impact development to manage stormwater runoff, and solar-shaded parking structures.



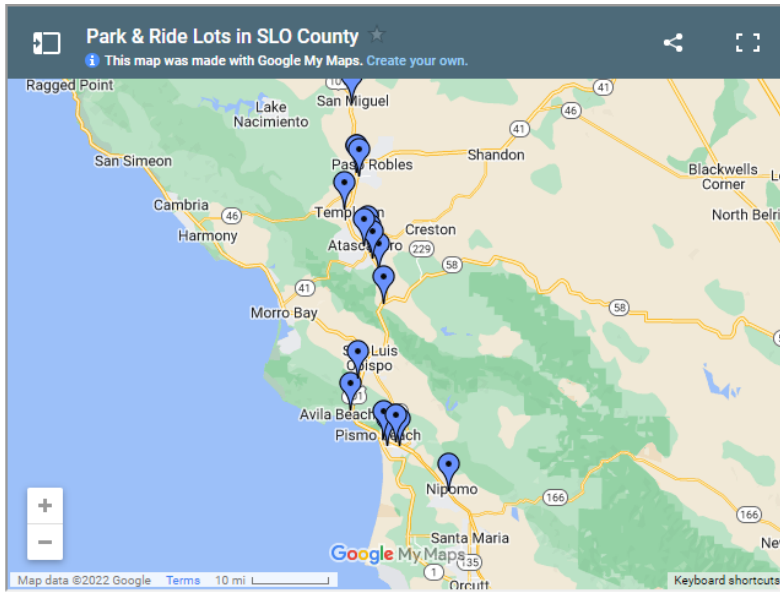


Figure 4: Park and Ride Lot Map

- SLO uses a customer relationship management software (ZoHo) to manage communications and contact information for its multiple programs designed for unique audiences (e.g., employers, commuters, school admins for SRTS, municipalities/developers)

## Community Partnerships

SLOCOG maintains strong partnerships with the following organizations:

- Bike SLO County, a local bike coalition that partners with the COG on Bike Month activities and Safe Routes to School efforts
- The San Luis Obispo Chamber of Commerce advocates for increased TDM program participation among its members
- SLO CAL, the San Luis Obispo countywide destination management agency interfaces with local tourism bureaus to promote transit use by tourists and other county visitors
- SLOCOG serves on the steering committee of the SLO County branch of the California Green Business Network, an organization that helps small and medium-sized businesses be more environmentally friendly. SLOCOG helps member businesses meet the transportation requirements for certification by adopting TDM strategies.

## Funding and Staff

SLOCOG currently employs two full-time staff members who manage TDM programming, but ideal staffing levels include up to four dedicated full-time employees. The TDM program is sometimes supported by SLOCOG's Public Information Officer and Mobility Options Manager on a part-time, as-needed basis. SLOCOG does not have a dedicated grant writer; the two Rideshare staff are responsible for applying for grant funding for their TDM programs. SLOCOG TDM programs rely on a combination of grant and local discretionary funding. SLOCOG's current Federal and State funding sources for TDM-related projects include:

- Federal Highway Administration (FHWA) Funding Programs
- Surface Transportation Block Grant Program (STBGP) / State Highway Account (SHA)

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- Congestion Mitigation and Air Quality (CMAQ)
- California Active Transportation Program
- California Local Planning Grants
- California Affordable Housing and Sustainable Communities (AHSC) Program
- California Transportation Development Act Funds
- Regional Early Action Planning (REAP 2.0)

SLOCOG generates and maintains support for TDM program funding by inviting elected officials and board members to participate in TDM events like Bike to School Day. This allows elected leaders to experience the value of TDM programming to the greater community.

### **Relevance/Takeaways for GVMC**

- Lead regional campaigns: GVMC could organize events and campaigns that connect the agency directly to its stakeholders, build community, and encourage sustainable transportation. They could run campaigns like Bike Month and Rideshare Week in coordination with GVMC member jurisdictions to encourage and incentivize alternative commute options.
- Provide technical assistance:
  - GVMC could develop resources for employers within the MPO, modeled after those in the Back N' Forth Club. These resources would assist employers as they develop their own TDM strategies and incentivize adoption among their employees. Effective messaging for Back' n' Forth employers has focused on how investments in transportation options for their employees is an equity issue since subsidizing parking for personal vehicles biases people who drive versus people who take transit or bike without any subsidy.
  - GVMC could also develop materials like SLOCOG's [TDM Menu](#) to support municipalities and townships in the region to consult employers and developers on how they might incorporate TDM into their development planning efforts.
- Foster regional collaboration: SLO's use of customer relationship management software suggests an approach to ensuring effective, ongoing communication with GVMC's various TDM partners and constituents.

## Columbus - MORPC

### Overview

The Mid-Ohio Regional Planning Commission (MORPC) is Central Ohio's regional council for more than 75 members comprised of counties, cities, villages, townships, and regional organizations. MORPC is focused on transportation, sustainability, data and mapping, government affairs, and broadly improving the quality of life for central Ohio residents.

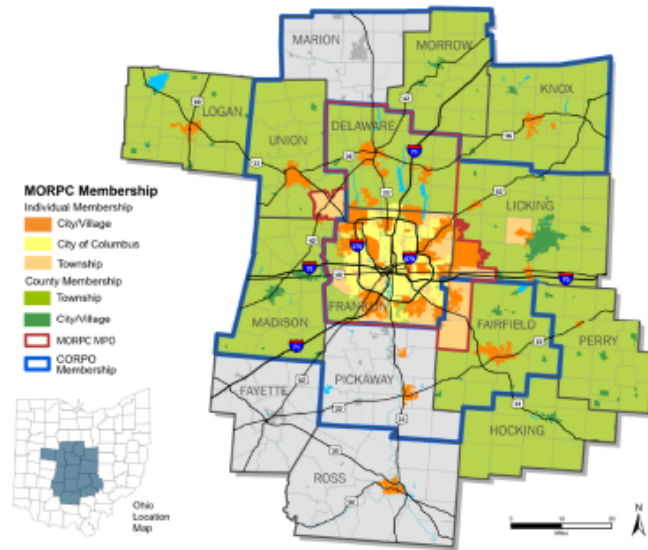


Figure 5: MORPC Membership Map

### Key TDM Initiatives

#### Plans & Studies

As the MPO for the Columbus metro area, MORPC is responsible for transportation planning for communities across Central Ohio. One component of this role is data gathering and policy development to inform program administration and investment of state and federal funds.

The [Central Ohio TDM Strategic Plan](#) (2020-2021) was created concurrently with MORPC's 2020–2050 Metropolitan Transportation Plan (MTP). While the MTP guides the expansion and maintenance of the road network, the TDM Plan makes recommendations for actions to lower vehicle demand on the road. Because of this link, the MTP and TDM plans have coordinating goals. The TDM Plan focuses on seven strategic categories intended to carry out the TDM goal of the MORPC. Each strategic category highlights important initiatives to carry out this objective and has identified next steps and champions to ensure that the work is carried forward and the mission and goals advanced. The seven TDM strategies outlined in the plan are:

- Collect, develop, and maintain data on roadway, transit, bike, and pedestrian conditions and other modes, and share information through technology;
- Collect, develop, maintain and analyze travel demand data to identify opportunities to provide appropriate mobility options;
- Collaborate to reduce the need for vehicle travel through development regulations;
- Educate and market TDM programs to increase the use of transit, ride share, bicycling, and walking;

- Create TDM partnerships among the facilitators and providers of all modes of transportation, community leaders, and institutions that constitute high-density, trip-generating districts;
  - Make neighborhoods safely walkable, bikeable, and accessible by transit through non-infrastructure projects and programs; and
  - Facilitate multi-jurisdictional dialogue to improve opportunities for collaboration.
- The **Community Action Plan (2022)** outlines recommendations developed by the executive and steering committees that showcase the who, what, and how for investment in mobility through the LinkUS program. Its TDM-related initiative is focused on improving the overall mobility network in the Columbus region, making it easier for commuters to walk, bike, and take transit while ensuring consistent and reliable travel times. Related plan goals are VMT reduction, reduced or stable commute times, and a more diverse mode split.

## Programs & Resources

As the MPO responsible for regional transportation planning, MORPC operates programs that further its broad goals of improving regional mobility and connectivity.

- **gOhio Commute** is an online resource to help Ohioans understand and maximize their travel options. The site was created by ODOT and managed by the Ohio Association of Regional Councils, of which MORPC is a member. Like its peer MPOs, MORPC maintains a sub-site for its region (<http://morpc.gohio.com/>).
  - The website is home to many Central Ohio-specific resources that MORPC manages, such as:
    - **Emergency Ride Home** ensures that commuters who travel to work by walking, biking, transit, or shared rides can get home when unforeseen circumstances arise. The program covers four free rides per calendar year.
    - **Trip Planning Resources** allows registered residents to explore commute options available for their specific route between work and home.
    - **Carpool/Vanpool Coordination** helps people interested in shared rides find fellow commuters and organize a car or vanpool.
  - Logged trips on the gOhio platform are eligible for **Tracking and Rewards**. Participants can track their mileage and estimated cost savings, participate in challenges, earn digital badges, and compete against their coworkers and nearby residents and employees.
  - The launch of the gOhio Commute platform catalyzed MORPC and peer member agencies to participate in **quarterly meetings** to gather and share knowledge and experiences with implementation successes, setbacks, and lessons learned.
  - **Downtown C-Pass** is an innovative partnership between MORPC, COTA, and property owners in the Capital Crossroads Special Improvement District (CCSID, one of two downtown special improvement districts). CCSID members pay a 6-cent per square foot assessment to maintain the program, which MORPC also underwrites, to provide unlimited, free COTA transit access for eligible downtown workers (see map). Certain City of Columbus and Franklin County employees are also eligible. The program was initiated to encourage transit ridership and decrease the extremely high demand for parking downtown, which was

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increasing office-space vacancy rates, despite a thriving downtown real estate market. MORPC participation includes promotional materials such as posters, flyers, and testimonials that employers can use to encourage their employees to participate in the program and commute to work using transit. The C-Pass program is fully funded through 2025 with the help of the three partner agencies and the Ohio Department of Transportation. Before the pandemic, the program reported the following participation data and results:

- Four hundred forty employers and 15,000 employees enrolled in the C-Pass program, including all 50 largest employers in the service area.
  - C-Pass users took more than 25,000 COTA rides per week.
  - 93% of new riders had access to a personal vehicle but chose to ride transit as their primary commute mode.
  - 68% of respondents reported that C-pass was why they started using COTA.
  - Those who switched their commute mode to COTA after receiving C-Pass benefits were most often motivated by saving money and convenience.
  - 52% of surveyed companies reported that C-pass boosted employee morale, 34% reported C-pass helped recruitment, and 34% reported C-pass helped retention.
- [Competitive Advantage Projects](#) is a partnership between MORPC and One Columbus, the regional economic development authority, to advance strategic infrastructure investments across the region. The initiative aims to prioritize important infrastructure projects and work toward making the projects a reality. Program leaders develop a list of priority infrastructures that are reevaluated every two years and shared with lawmakers at the state and federal levels to ensure consensus across all levels of government. One significant project in the CAP program is the LinkUS Corridors Initiative, which would redevelop several major corridors in Columbus to improve multimodal connectivity.
  - The [Commute Action Fund](#) is a tool for Central Ohio companies to build out TDM programs for their employees. The fund, financed from the MORPC budget, aims to empower Central Ohio companies to take ownership of creating more sustainable commuter options for their workplace. Employers within MORPC boundaries with at least 250 employees can apply for a matching grant of up to \$5,000 to develop TDM initiatives. Employers with less than 250 employees are eligible for a matching grant of up to \$2,500. Companies may only receive one grant. Eligible programs include subsidized transit passes, subsidized vanpool, increased participation in gOhio commute reporting, and participation awards.
  - MORPC published a [Telework Guide](#) in 2020 when many employers were forced to transition to remote work due to the ongoing COVID-19 health crisis, recognizing that telework would likely remain commonplace after stay-at-home orders were lifted. The organization worked with gOhio Commute and Smart Columbus to conduct a user survey and develop best practices for employers to help their staff maintain productivity while working from home.

## Community Partnerships

- The **Central Ohio Mode Shift Coalition** was founded in February 2019 by leveraging MORPC's status as a regional planning forum where TDM activities and policies can be created, studied, and elevated by regional stakeholders. This coalition serves as a hub of discussion and research among local transportation stakeholders, MORPC member governments, industry businesses, and local advocates. The continuation and strengthening of this coalition result from attempting to be proactive in our approach to partnering with local transportation partners to collaborate on joint regional campaigns that promote sustainable mobility methods.
- Jointly with the City of Columbus, the Franklin County Board of Commissioners, and the Central Ohio Transit Authority (COTA), MORPC maintains [LinkUS](#), a mobility initiative for Central Ohio. The purpose of LinkUS is to create an integrated mobility system that will make it easier to walk, bike, or take public transit to and from regional hubs while increasing access to jobs, schools, and healthcare facilities.

## Relevance/Takeaways for GVMC

- Provide implementation funding: GVMC could develop a matching grant program modeled after the Commute Action Fund to help employers develop and implement TDM programs and encourage employees to commute more sustainably.
- Foster regional coordination: GVMC could become a hub for information exchange related to TDM in the region.

## Raleigh/Durham – Triangle J COG

### Overview

The Triangle J Council of Governments was established by the North Carolina General Assembly in 1969 as the regional authority responsible for planning administration for Moore, Lee, Chatham, Orange, Durham, Wake, and Johnston counties. TJCOG has six core focus areas: Aging and Human Services, Community and Economic Development, Environment and Resilience, House, Member Support and Strategy, and Transportation.

TJCOG administers the [Triangle Transportation Choices](#) (TTC) program, which aims to reduce commuter reliance on single-occupancy vehicles (SOV) by encouraging healthier, lower cost, and sustainable options such as carpooling, vanpooling, taking public transit, biking, walking, teleworking, and flexible work weeks. As the regional entity, TJCOG provides TDM funding, resources, and program evaluation services to more than a dozen organizations for program implementation.

GoTriangle, the regional transit provider, operates the largest program serving 160 employers in the region along with developers and commuters. GoTriangle is the lead agency on all regional marketing and outreach activities and works closely with eleven other implementers in the region, which include municipalities, universities, and TMAs.

## Key TDM Initiatives & Resources

### Plans & Studies

Although Triangle J Council of Governments is not the designated Metropolitan Planning Agency for the Raleigh-Durham-Chapel Hill area, it does oversee the region's Transportation Demand Management strategic planning and programmatic elements. It is responsible for distributing grant funding for TDM project implementation.

- The Triangle Transportation Demand Management Plan (2019) outlines TDM program successes and updated goals, which are to:
  - Refine and enhance program evaluation methods
  - Align funding cycles with performance
  - Expand program marketing and outreach
  - Get innovative
  - Integrate with local and regional planning efforts

The plan also identifies hotspots within the Triangle with the best opportunity for prioritizing funding for TDM services. The plan focuses on TDM investment opportunities, but also highlights TDM promotion strategies like social media outreach, educational events, and inter-governmental coordination meetings.

### Programs & Resources

TJCOG administers the [Triangle Transportation Choices](#) (TTC) program, which aims to reduce commuter reliance on single-occupancy vehicles (SOV) by encouraging healthier, lower-cost, and sustainable options. Program funds originate from NCDOT's integrated mobility division, and CMAQ funds distributed via the MPOs. The program is overseen by an advisory committee made up of the three ongoing program funders, NCDOT, Capital Area MPO, and Durham/Chapel Hill/Carrboro MPO, and two advisory members from the NC Department of Environmental Quality's Division of Air Quality and TJCOG. TJCOG funds and evaluates the overall TDM program, which is being implemented by more than a dozen organizations, including the regional transit provider GoTriangle, municipalities, universities, and TMAs.

- Grant funding is offered for TDM program implementation to local and regional entities. The Oversight Committee reviews proposals and funding requests, provides strategic direction, and approves the budget for the program. In the fiscal year 2023, twelve traditional organizations received a total of \$1.47 million. In addition, TJCOG awarded a total of \$183,000 to six local community organizations through an Equity and Inclusion pilot. Grant amounts range from \$10,000 to \$73,000.
- TJCOG maintains the [NC Telework Toolkit](#), a website with best practices, case studies, and implementation resources for companies interested in expanding telework options for their employees.
- The [Best Workplaces for Commuters](#) (BWC) program is a national recognition program from the Center for Urban Transportation. It recognizes businesses and organizations that provide benefits, establish policy, and encourage employees to use alternative modes of transportation during their commutes. TJCOG administers the program in the Triangle region, provides technical assistance for employers interested in improving their commuter benefits programs, and hosts and attends outreach events to connect with potential members and advocate for alternative commute options. TJCOG

offers scholarships covering the BWC application fee for businesses and organizations with demonstrated financial need.



Figure 6: Best Workplace for Commuters 2022 designee emblem

- TJCOG leads the [Commute Friendly NC](#) program, a statewide recognition program for employers who actively maintain benefits, policies, and programs that incentivize their employees to take advantage of alternative commuting opportunities. The program was born after TJCOG recognized that the BWC application fee was a financial burden for many small businesses that deterred them from participating in TDM programs. Commute Friendly NC is funded by the North Carolina Department of Transportation (NCDOT) and requires no participation fee. Employers can be recognized at the bronze, silver, or gold level depending on the number of transportation benefits offered, promotional campaigns, and employee participation. The program currently has 28 Bronze level, 1 Silver level, and 2 Gold level participants.
- TJCOG participates in the nationwide **Safe Routes to School** (SRTS) program that encourages students to bike and walk to school with educational and fun campaigns, programs, and activities. A three-year grant from NCDOT funds the TJCOG SRTS program. The council helps schools host annual Walk to School and Bike to School Days, where students learn more about safe non-driving travel options and win prizes. TJCOG also authors a quarterly SRTS newsletter in English and Spanish with program news and updates.
- TJCOG leads a rigorous program evaluation effort through a centralized data collection process. The organization conducts periodic surveys to establish travel distances, program placement rates, vehicle trip reductions, and drive-alone access rates. As part of their funding requirements, TDM implementers report quarterly data to TJCOG on program inputs (expenses, labor), programs and strategies, outreach activities, and program participation. Combined with the factors derived from the surveys, TJCOG uses these data to calculate program impacts.

## Community Partnerships

TJCOG focuses a lot of time and energy on partner relationships as a key component of program implementation. The GoTriangle Regional Service Provider hosts monthly meetings with local service providers to coordinate consistent regional methods and programming. In addition, TJCOG brings educational partners together regularly to learn from each other. The



largest challenge is the fast turnover among all the employers and employees. Regional partnerships take time to build, and the quick turnover creates gaps in institutional relationships.

## Funding and Staff

Program funding is provided by the North Carolina Department of Transportation (NCDOT) and the Congestion Mitigation and Air Quality (CMAQ) Improvement Program. These funds are provided on behalf of two Triangle Metropolitan Planning Organizations (MPO): North Carolina Capital Area MPO (NC CAMPO) and Durham-Chapel Hill-Carrboro DCHC MPO. TDM budget totals for the previous year were \$2.2 million with a separate admin contract with NCDOT for \$136k.

TDM programs are managed by a staff equating to 2.75 FTE. The TDM lead is the Transportation & Energy Program Manager (TDM Program Manager, who allocates 50% of their time to TDM. An Evaluation and Program Management Specialist devotes 50%, a Senior Planner 55%, and an Entry Level Planner 1 75% of their time to TDM. Additional supplemental support from other divisions of TJCOG includes a Policy Analyst, Budget Analyst, and Communications Analyst.

## Relevance/Takeaways for GVMC

- Recognize outstanding efforts: GVMC could develop a recognition program modeled after Best Workplaces for Commuters or Commute Friendly NC to motivate employers to increase their TDM offerings while providing technical and financial assistance in starting or scaling up their TDM programs.
- Provide funding for implementation at the local level: GVMC could develop a grant program similar to TJCOG that provides funding for TDM projects. Any funding could be tied to providing data for program evaluation purposes.
- Formalize regional partnerships: Ensure that TDM is adopted policy across the board. References in legally binding transportation documents in all the communities and MPOs are extremely important to regional success. Making sure that the program has public local, regional and state leadership involved and private support across the program is essential, and document it through MOUs.
- Focused brand and public image: To better communicate the mission of the Triangle Transportation Demand Management (TDM) Program, the region looked to peer programs for examples of how TDM is articulated in a way less geared toward transportation planning professionals but instead decision-makers, major employers and the general public. Triangle Transportation Choices resulted from a six-month collaboration between TJCOG, program funders, and its long-standing grantees. The effort balanced and integrated the needs and expectations of all program partners to build consensus in creating a new brand that reflects the spirit of the Triangle TDM Program more clearly.
- Regularly research and promote results: TJCOG leads a rigorous program evaluation effort through a centralized data collection process. The organization conducts periodic surveys to establish travel distances, program placement rates, vehicle trip reductions, and drive-alone access rates. As part of their funding requirements, TDM implementers report quarterly data to TJCOG on program inputs (expenses, labor), programs and

GVMC Regional Transportation Demand Management Plan  
Peer Review Memo

strategies, outreach activities, and program participation. Combined with the factors derived from the surveys, TJCOG uses these data to calculate program impacts.

## Peer Comparison Matrix

	<b>Metro</b>	<b>SLO</b>	<b>MORPC</b>	<b>Raleigh</b>
<b>Funding</b>	CMAQ Surface Transportation Program Transportation Alternatives Program State and local discretionary funding	CMAQ Surface Transportation Program FHWA Surface Transportation Block Grants State grants Local discretionary funding	CMAQ National Transit Database reporting program Surface Transportation Block Grants State and local discretionary funding Event/activity sponsorships from private organizations	CMAQ State and local discretionary funding
<b>Staffing</b>	3 full-time 3 part-time	Current: 2 full-time Ideal: 3 full-time	Current: 2 full-time Ideal: 4 full-time	2.75 FTE: 4 part-time plus support from other divisions within TJCOG
<b>Notable Partnerships</b>	Portland Bureau of Transportation Multnomah, Clackamas, and Washington Counties	Bike SLO County San Luis Obispo Chamber of Commerce SLO County Green Business Network	COTA Capital Crossroads SID One Columbus Ohio Association of Regional Councils	GOTriangle
<b>Defining Programs &amp; Services</b>	RTO Grants	iRideshare.org	Downtown C-Pass	Triangle Transportation Choices
<b>Key Achievements</b>	Roll out of Safe Routes to School in 2018	Bike Month campaign Standing new employee orientation sessions with large employers	Central Ohio Mode Shift Coalition	Rigorous program evaluation process

<b>Key Performance Indicators</b>	Number of SOV trips reduced Number of active transportation trips taken Number of RTO grant applications/awardees	Trips/Miles logged on iRideshare.org Unique participants in community events and campaigns Trip Planner page views/resource downloads	C-Pass users (employers and commuters) Vanpool participants	Trips avoided Commute miles reduced Program participants Gallons of gas saved Pounds of CO <sub>2</sub> prevented
	<b>Metro</b>	<b>SLO</b>	<b>MORPC</b>	<b>Raleigh</b>
<b>Insights on Gaining Consensus on TDM as Spending Priority</b>	Work with partners who have the capacity to execute programs and deliver results	Develop relationships with major employers	Identify local champions Promote economic development and job access benefits	Ensure and formalize participation at the state, regional, and local level Incorporate TDM into legally binding documents and plans
<b>Recommendations for New Regional TDM Programs</b>	Develop a united vision for regional programming	Provide TDM support to employers and developers Make time for face-to-face events	Incorporate TDM into broader transit and regional planning Maintain a strong relationship with transit operators	Build a program that has a strong brand and a clear message Use surveys to guide decisions and build stakeholder relationships