

TDM Trainings Final Report



Report
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1 Introduction

Background

Encompassing six counties and covering more than 38,000 square miles, Southern California Association of Governments (SCAG) is an association of local governments and agencies that voluntarily convenes to address regional transportation issues. In addition, under federal law SCAG is designated as a Metropolitan Planning Organization (MPO) and is required to maintain a comprehensive planning process that results in a Regional Transportation Plan (RTP) and a Federal Transportation Improvement Program (FTIP). SCAG undertakes a variety of planning and policy initiatives to encourage a more sustainable Southern California now and in the future.

Transportation Demand Management (TDM), the use of education and incentives to reduce single occupancy vehicle trips and vehicle miles traveled, is a key feature of many of these initiatives, including, the 2020 Regional Transportation Plan and Sustainable Communities Strategy (RTP/SCS). In 2019, SCAG released a TDM Strategic Plan that includes a review of the region's current practices, an updated toolbox of TDM strategies, and an assessment of new mobility and technology innovations and recommendations for SCAG and its partners in improving TDM delivery across the region.

Project overview

Among the recommendations in the TDM Strategic Plan was a recommendation that SCAG conduct TDM Training Sessions across the region – both for newcomers to be introduced to TDM, as well as veteran TDM implementers to enhance their expertise in more specific areas. Both private- and public sector-stakeholders would be welcome to participate.

Acting on that recommendation, SCAG and their project team at Steer and Leslie Scott Consulting to conducted 14 training sessions, which took place in 2021 and 2022. The team conducted outreach to attract attendance, developed content and facilitated each training, and monitored and collected training session feedback through surveys administered to attendees.

The trainings consisted of two phases. Phase 1 provided an introduction to TDM, created for those who were new to the field or who wanted a refresher. Each of the eight trainings conducted was designed for an audience of one of the SCAG Region counties. Phase 2 consisted of six trainings, each which provided a deeper dive into specific topic areas related to TDM.

Report Purpose

The purpose of this report is to provide insight and recommendations for future TDM delivery in the SCAG region based on the knowledge gained and feedback received from the training sessions.

The chapters below will provide an overview of the actions taken to plan and implement the trainings, a summary of training topics and subject matter, attendance, and feedback, as well as a list of lessons learned that may support further training or TDM initiatives in the future.

2 Training Preparation

Preparing for the trainings required that the project team undertake three major actions:

1. Conduct outreach to potential attendees to gauge interest and market the trainings
2. Develop content and identify the format of each training session
3. Solidify logistics for training delivery, such as meeting times and Zoom links

The narrative below describes that process, where appropriate breaking down the differences between planning for the two different training phases.

Outreach

In order to conduct successful and well-attended trainings, it was crucial that the project team understand who their audience might be.

Contact Directory

To identify potential attendees, the project team developed a contact directory consisting of employers, local jurisdictions, transit agencies, mobility providers, non-profit and advocacy organizations, TMAs and TMOs, and other stakeholders involved in transportation in the SCAG region. The directory was built from SCAG's stakeholders' inventory, a list of employers who participate in the South Coast AQMD's Rule 2202 program. Those lists were supplemented with contacts from other stakeholder lists and contacts known to the project team.

Using the contact directory, the project team developed and carried out an outreach plan for each of the two training phases. Both plans are described below.

Phase 1: Introduction to TDM

The outreach plan for Phase 1 included the creation of communication material as well as a detailed timeline for dissemination. Material was disseminated through various communication channels, such as email, newsletter, and telephone. The outreach material developed included:

- Fact Sheet
- Flyer and Banner
- Media Release
- Webpage Content
- Social Media Templates
- Email Templates/Invites
- Telephone Scripts

The team utilized a variety of communication methods to promote the trainings, including:

- Phone calls to targeted stakeholders

- Invites to SCAG County Regional Affairs Officers
- Posts on the SCAG Newsletter and email blasts,
- Discussion posts on the Association for Commuter Transportation (ACT) website, and
- Post in the GoSaMo TMO Newsletter.

This outreach primarily took place in the month leading up to the first training, though the team continued to conduct targeted phone calls to stakeholders based on geographic location leading up to each individual training session.

Phase 2: Special Topics Deep Dive

Phase 2 repurposed much of the outreach plan from Phase 1 with the exception of utilizing social media templates (this was determined to be ineffective during the Phase 1 outreach campaign) and targeted phone calls (while the calls were quite successful in Phase 1, the nature of the Phase 2 session topics made it much more difficult to target individuals). This included:

- An Update to the SCAG TDM Trainings Webpage
- Email invites to Contact Directory and all Phase 1 training attendees
- An invite through the ACT directory
- Inclusion in SCAG Newsletters
- An invite through an E-flyer

Unlike in Phase 1 where it was likely participants would only want to attend one training, Phase 2 provided unique information with each training. Therefore the “Call to Action” for each of these outreach strategies was to have the recipient visit the SCAG TDM Training webpage where they could register for one or multiple training sessions.

Workshop content

The project team worked to create instructional and compelling training sessions targeted specifically for audiences in the SCAG region.

Phase 1: Introduction to TDM

The Phase 1 training content was developed to provide an introduction to TDM that could be understood even by those with no previous knowledge of the industry. It covered:

- What TDM is
- Why invest in TDM
- Who implements TDM?
- Where TDM is implemented
- How to create a TDM program

Each training consisted of about an hour of presentation followed by about 30 minutes of an interactive exercise, where attendees were assigned to small groups and asked to walk through the topics from the presentation to develop their own TDM program.

The presentations contained built in pauses for breaks and interactive quizzes but were intended to be easily editable so that SCAG could post them on their website them as longer-term training resources.

Phase 2: Special Topics Deep Dive

The team selected six training topics, based on a list of topics identified by Phase 1 attendees and chosen based on considerations related to audience and reach and topic relevancy to the SCAG region:

- **Adapting TDM to COVID Reality:** The COVID-19 pandemic changed transportation patterns significantly, particularly those related to shared rides. The session provided a discussion around promoting non-shared sustainable modes of transportation and using motivational interviewing to help travelers feel more comfortable using all modes when it is safe to do so.
- **Building TDM Partnerships:** This session focused on existing opportunities for partnerships across those who implement TDM in the region. It outlined successful existing partnerships and provided information for attendees about how they might seek successful partnerships themselves.
- **Supporting TDM through Policy:** This topic addressed how local ordinances and policy changes can affect TDM efforts and how to best leverage them to improve TDM delivery across the region.
- **New Mobility (Mobility hubs and MaaS):** The new mobility space is evolving rapidly, contributing to transportation through the provision of new modal options as well as technology to help better connect travelers to the information and tools they need. This session focused on ways in which new mobility can support TDM efforts across the SCAG region.
- **TDM Strategies for Suburban and Rural Communities:** While TDM strategies in urban areas are often highlighted, much of the SCAG Region is suburban or rural, where challenges around parking or congestion sometimes makes TDM more difficult to implement. This session provided examples of innovative and impactful TDM delivery in suburban and rural communities.
- **TDM Metrics and Monitoring:** This training addressed the various levels of reporting that are often seen from TDM programming and highlighted the steps SCAG is taking to standardize TDM data collection regionally.

As was the case in Phase 1, each of the Phase 2 trainings consisted of roughly 1 hour of presentation, followed by 30 minutes of a breakout discussion or exercise. In Phase 2, the final 30 minutes were structured differently across the six trainings, including targeted small group discussions, project team-led exercises, and facilitated chats with guest speakers.

Additionally, the Phase 2 trainings took advantage of experts outside of the project team to contribute to the presentations. This included:

- A guest speaker from Urban Movement labs who presented a case study on Warner Center Transportation Technology Innovation Zone
- The team from IE Commuter who presented about their unique suburban and rural programs in the Inland Empire
- SCAG's consultant team from Cambridge Systematics and Urbantrans North America who are in the process of designing regional TDM data standards.

Workshop Logistics

The trainings were held virtually, through Zoom, to allow access region-wide. The video conferencing platform was chosen by SCAG due to its security and features such as breakout group distribution, screen share assignment and an easy-to-use interactive chat feature.

Each session was scheduled for two hours and generally lasted 90 minutes. As described above, the training session included a presentation, as well as quizzes, discussion questions, breakout rooms, and worksheet activities to empower participants to think about TDM in their own contexts. These breaks in the presentations were well received and improved the flow of the training sessions.

Training sessions in Phase 1 were scheduled both in the mornings and afternoons. After receiving feedback from participants that the afternoon slot was too late for them, Phase 2 trainings were all held earlier in the day. Table 1 and Table 2 below list each training date and time for the Phase 1 and 2 trainings.

Table 1. TDM Training Schedule-Phase 1

#	Training	Date	Time
1	LA County Session 1	Tuesday, October 5 th	Afternoon: 4pm - 6pm
2	Imperial County	Friday, October 8 th	Morning: 10am – Noon
3	Orange County	Tuesday, October 12 th	Afternoon: 4pm - 6pm
4	Riverside County	Tuesday, October 19 th	Afternoon: 4pm - 6pm
5	LA County Session 2	Friday, October 22 nd	Morning: 10am – Noon
6	San Bernadino County	Tuesday, October 26 th	Afternoon: 4pm-6pm
7	Ventura County	Tuesday, November 2 nd	Afternoon: 4pm-6pm
8	LA County Session 3	Tuesday, November 9 th	Afternoon: 4pm-6pm

Table 2: TDM Training Schedule-Phase 2

#	Training	Date	Time
1	Adapting TDM to COVID Reality	Thursday, March 10 th	Morning: 10am-12pm
2	Building TDM Partnerships	Thursday, March 24 th	Morning: 10am-12pm
3	Supporting TDM through Policy	Tuesday, April 5 th	Morning: 10am-12pm
4	New Mobility	Thursday, April 21 st	Morning:10am-12pm
5	TDM Strategies for Suburban and Rural Communities	Thursday, May 12 th	Morning:10am-12pm
6	TDM Metrics and Monitoring	Thursday, May 26 th	Morning:10am-12pm

3 Registration and Attendance

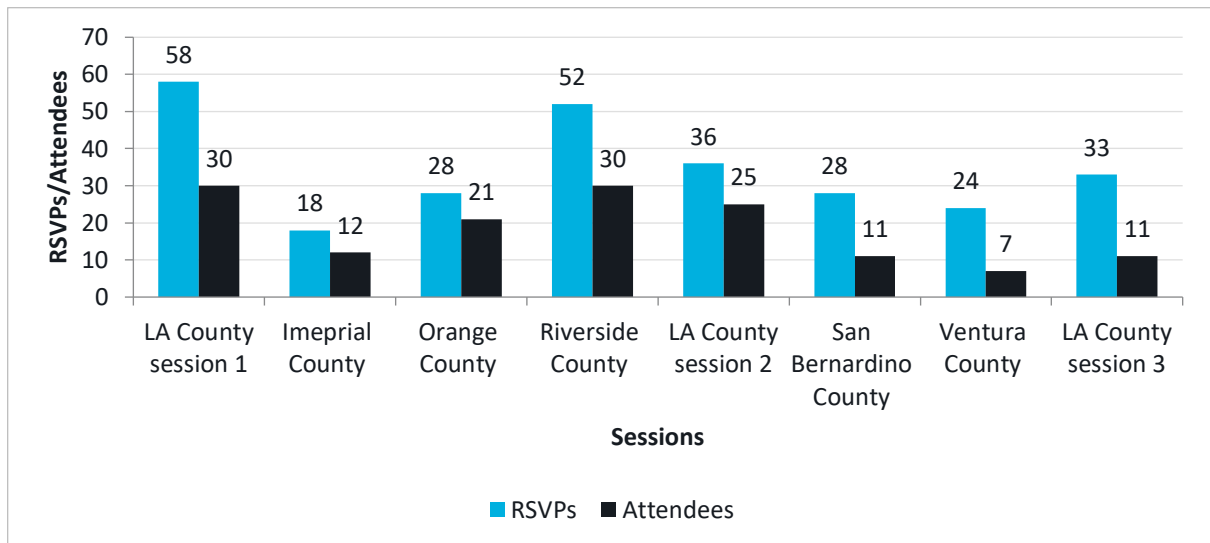
Attendees were required to register with SCAG prior to receiving the virtual meeting information, so the project team was able to keep track of the list of individuals who registered and attended each training.

Attendance by training session

Phase 1: Introduction to TDM

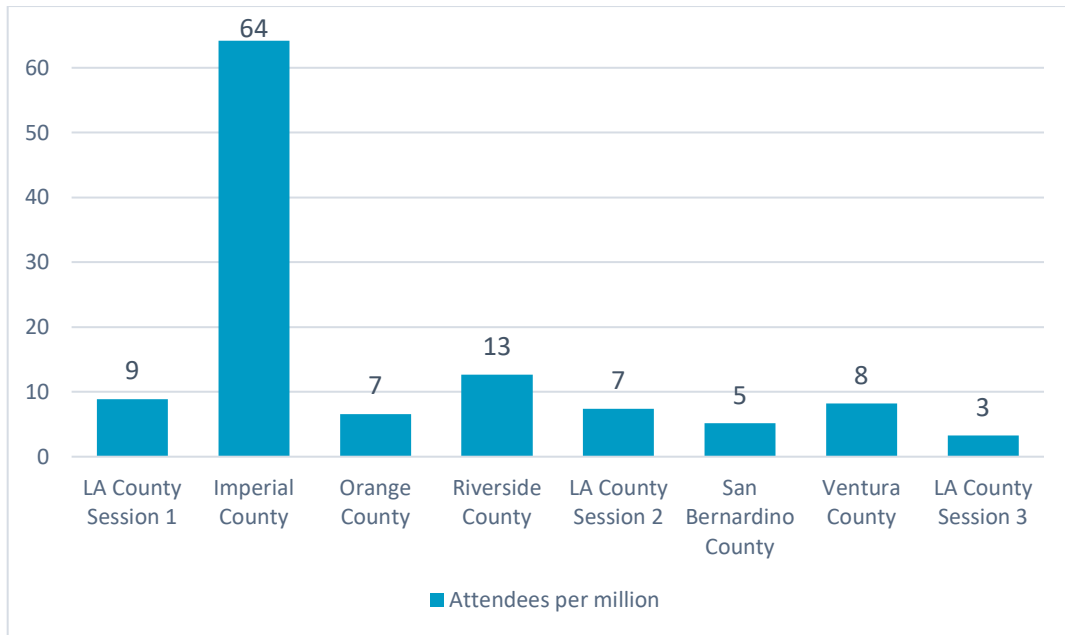
Overall, 53% of the individuals who registered for the events attended. Notably, the trainings developed for San Bernardino and Ventura Counties, and the final training provided for Los Angeles County had a lower attendance rate vs. their registration rate-Figure 1.

Figure 1. Phase 1 Registration vs. Attendance



Although the highest attended trainings were the Los Angeles and Riverside County trainings, as demonstrated in Figure 2, when analyzed in relation to the population of each county, the more rural counties (Riverside and Imperial) attracted a notable portion of attendees.

Figure 2. Attendees by training session per million residents in County



Phase 2: Special Topics Deep Dive

As can be seen in Figure 3 and further examined in Table 3, the number of attendees has generally stayed consistent throughout the series, however, the number of RSVPs generally increased over time, with the later sessions seeing much higher registration numbers. In total, 56% of those that RSVPed attended the trainings, though the attendance rate is highest for the first training and lowest for the second.

While additional evaluation into registration time vs. attendance would be required to confirm, this may imply that attendees were more likely to attend a training if they registered for it closer to the training date. Folks who registered for all six trainings right at the start may have forgotten about, had conflicts with, or decided not to attend ones that occurred further out.

Figure 3: Phase 2 Training Registration vs Attendance

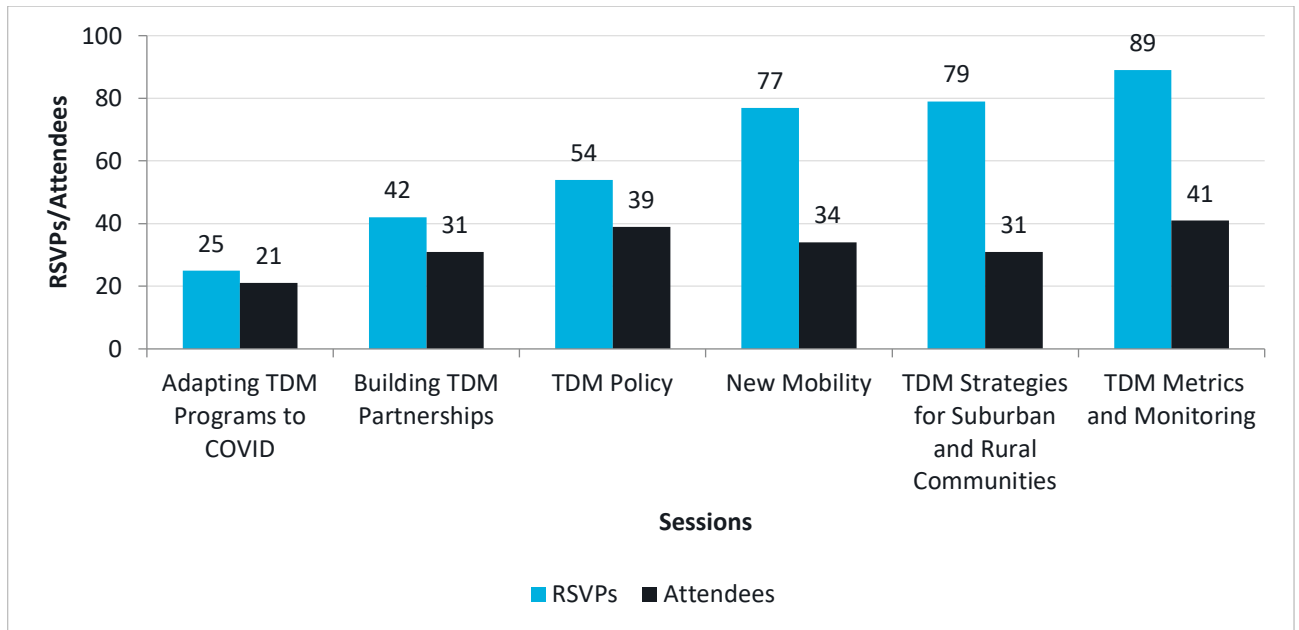


Table 3: Phase 2 Training Registration vs Attendance

Topics	Number of Attendees	Number of Registrations	Percentage of Attendees to Registrations
Adapting TDM Programs to COVID	21	25	84%
Building TDM Partnerships	31	42	74%
TDM Policy	39	54	72%
New Mobility	34	77	44%
TDM Strategies for Suburban and Rural Communities	31	79	39%
TDM Metrics and Monitoring	41	89	46%
Total	201	362	56%

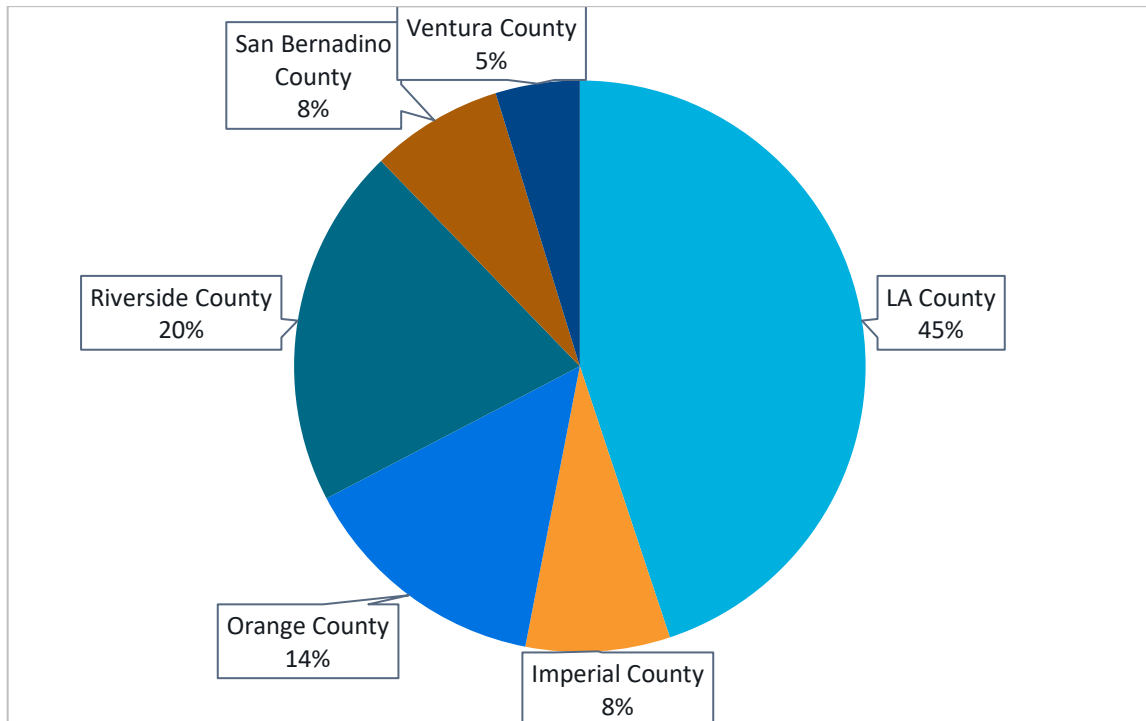
Registrant Patterns

Phase 1: Introduction to TDM

The Phase 1 trainings were county specific, reaching 144 total attendees across the eight *Introduction to TDM* trainings. The majority of attendants for each training were based in the county that was the topic of discussion, however there were a few attendees at each event from outside the relevant county.

Figure 4 below shows the breakdown of attendee home locations.

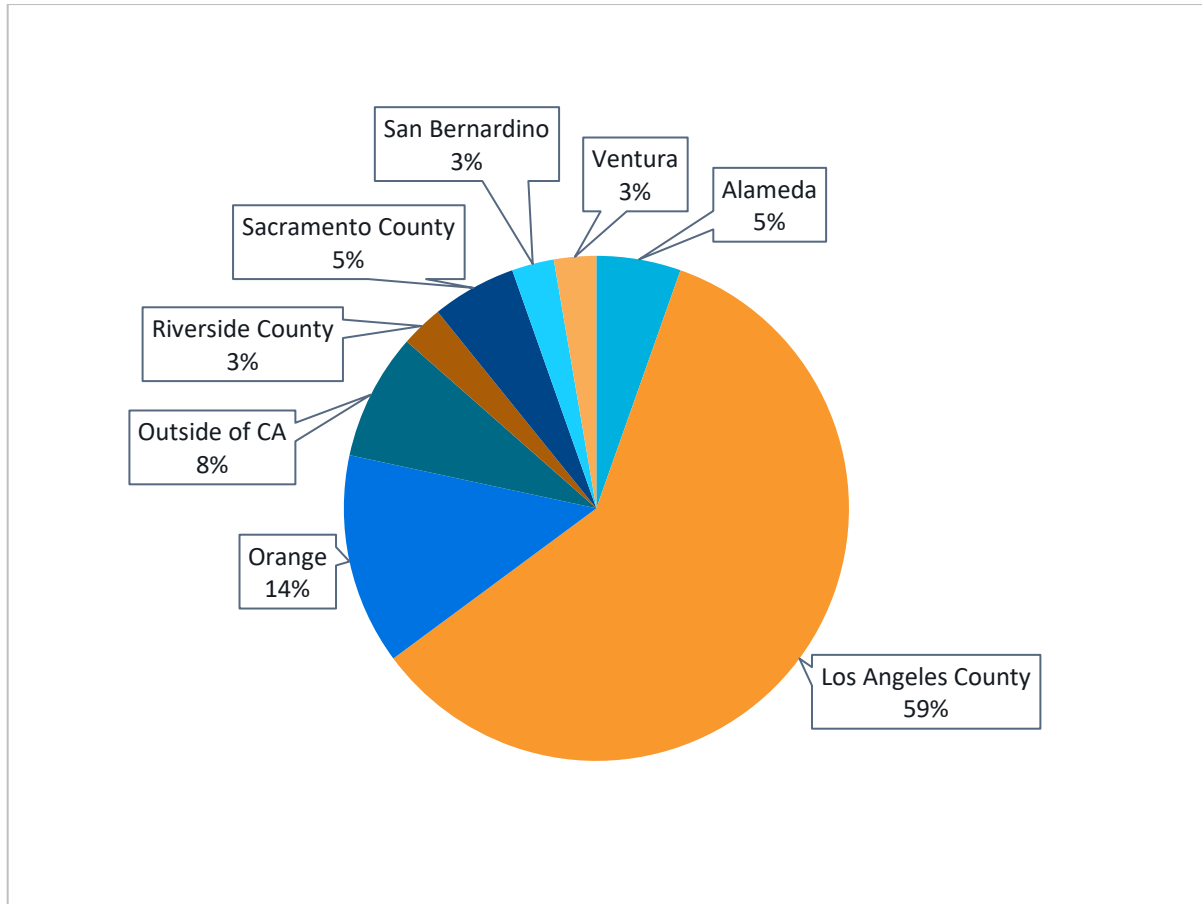
Figure 4: Phase 1 Attendance by location



Phase 2: Special Topics Deep Dive

The six Phase 2 trainings received 201 attendees' total. The portion of attendees from each county was generally proportional to the population of that county. The majority (59%) of participants- Figure 5 attended the training from Los Angeles County and 8% joined from states outside of California.

Figure 5: Phase 2-Attendance by location

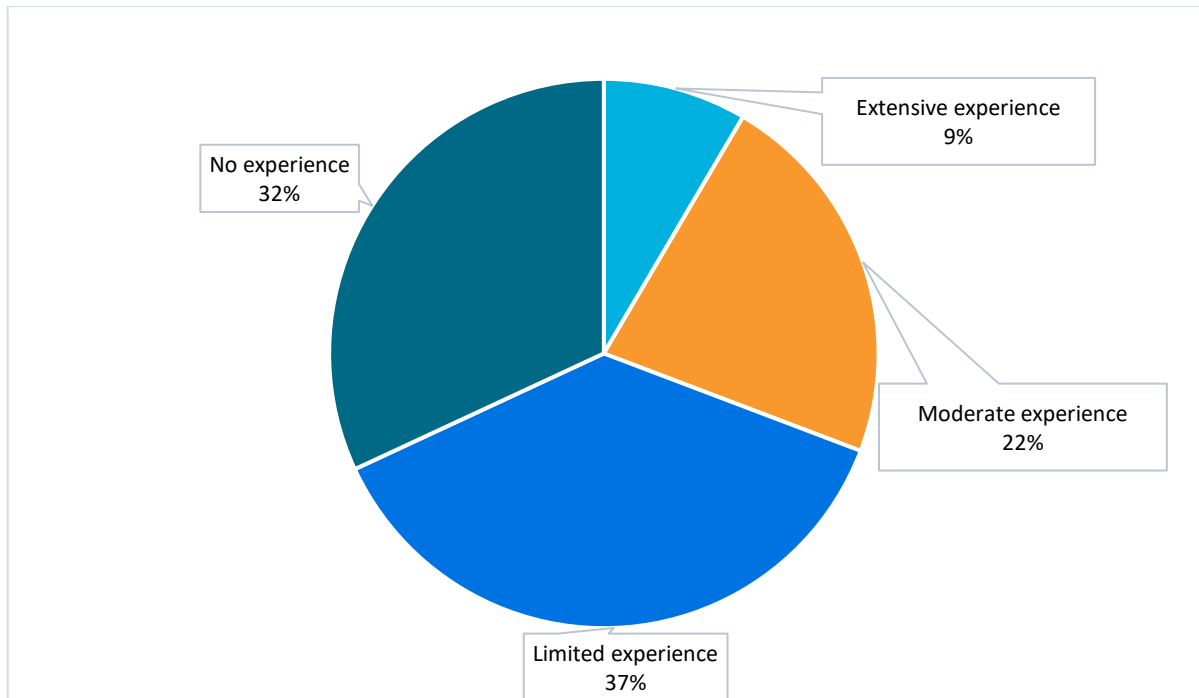


TDM Experience of Registrants

Phase 1: Introduction to TDM

The goal of the Phase 1 series was to reach a wide range of participants from all skill levels but cater particularly to those who were less knowledgeable in TDM. Seventy percent (70%) of registrants indicated that they had *limited* or *no* experience with TDM. This statistic highlights the success of the outreach efforts in reaching participants outside of typical TDM circles-Figure 6.

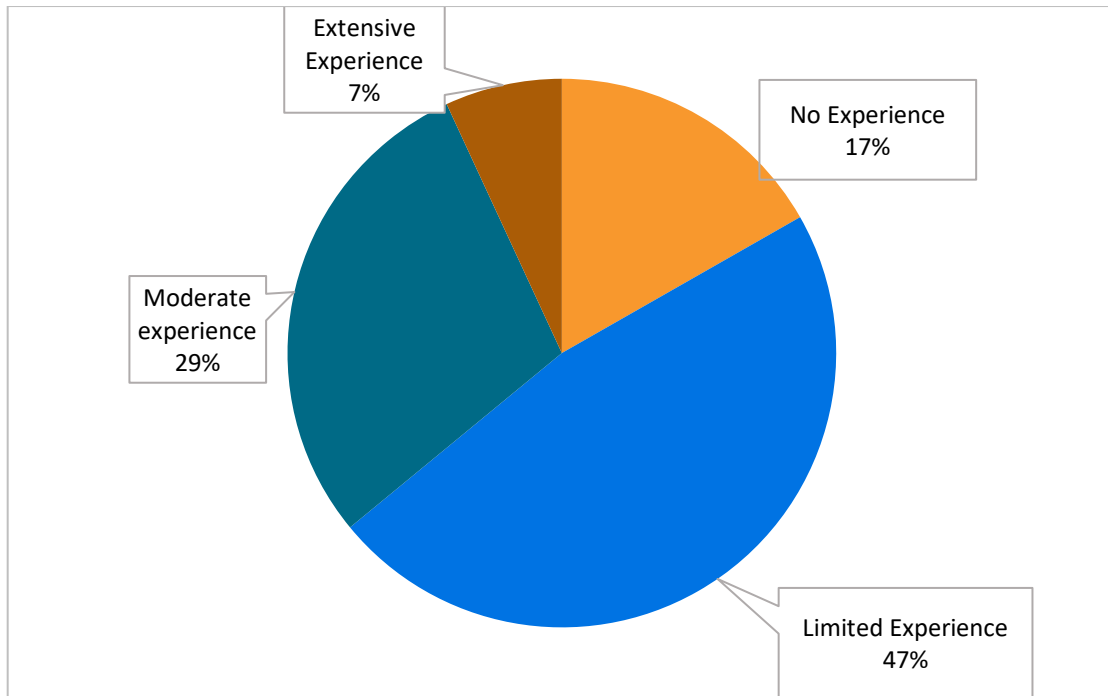
Figure 6: Phase 1-TDM experience of registrants



Phase 2: Special Topics Deep Dive

Like Phase 1, the goal of the Phase 2 series was to reach a wide range of participants from all skill levels, but particularly cater to those who had limited to moderate experience in TDM. Seventy-six percent (76%) of registrants indicated that they had limited to moderate experience with TDM- Figure 7.

Figure 7: Phase 2-TDM experience of registrants

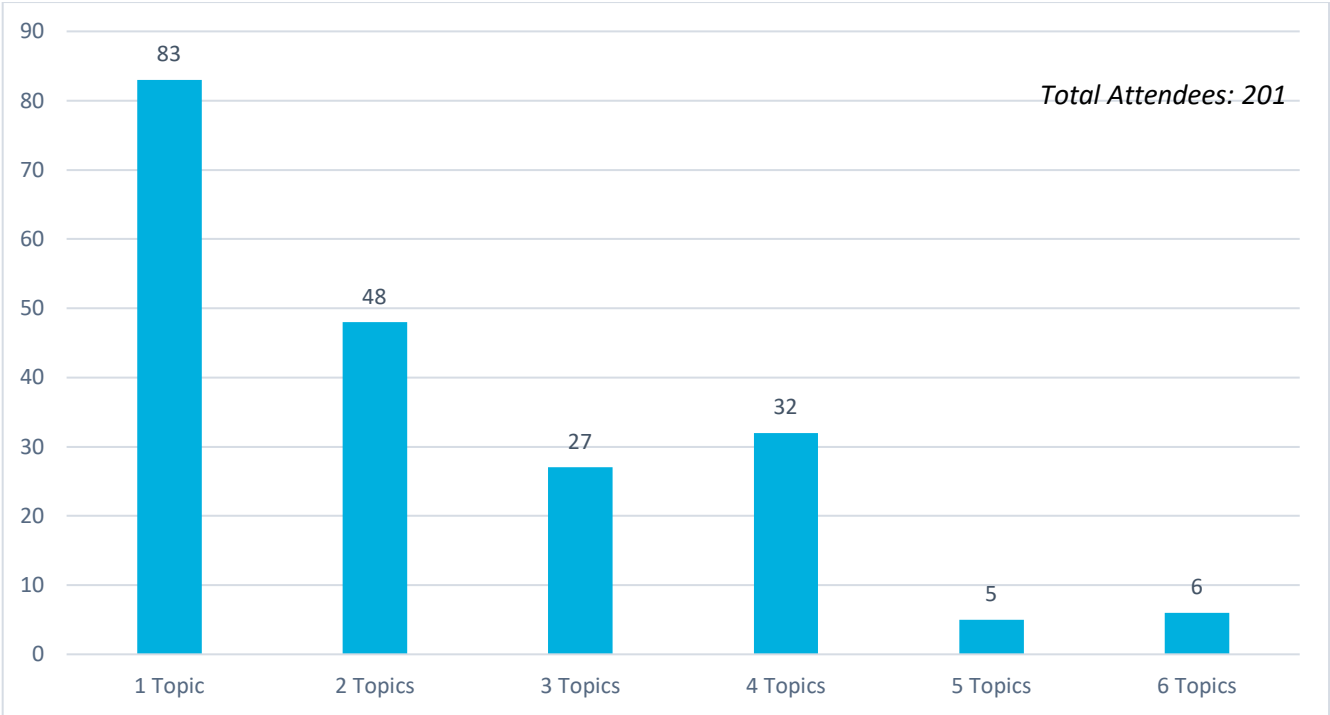


Number of trainings attended

While there were a handful of attendees who participated in more than one Phase 1 training, as the topics were generally similar across the phase, most attendees were present for just one session.

In Phase 2 however, the variety of the content was more conducive to repeat attendees. In fact, more than half of the Phase 2 attendees (59%) attended more than one training session. The breakdown of the number of topics attended can be seen in Figure 8.

Figure 8: Number of topics attended



4 Lessons Learned

As part of the process of the improvement of SCAG's TDM programming, this section intends to document elements that contributed to the strengths of the trainings, opportunities for improvement, and additional takeaways from the multi-phased series.

Training Successes

County Segmentation

The segmentation of the different counties during *The Introduction to TDM* series allowed for better targeted marketing during the outreach campaign. It also allowed for discussions of TDM issues and solutions that were county specific, thereby fostering partnerships and knowledge sharing amongst the participants during the trainings.

Deep Dive Topics

During *The Introduction to TDM* series, participants through surveys suggested certain TDM training topics that could be discussed during the *Special Topics Deep Dive* phase. The deep dive topics chosen were tailored to the dynamics and demography of the SCAG region. Structuring Phase 2 of the series around these topics allowed for more in-depth information sharing and discussions throughout the training series. For example, the TDM Metrics training session allowed the opportunity for stakeholders to give feedback on SCAG's TDM metrics compilation and analysis process. In addition, during the COVID and TDM training session, stakeholders were taken through a motivational interviewing exercise and were taught how to use motivational interviewing to encourage individuals to use sustainable modes of transportation as options became more available.

Outreach Strategy-Direct Contact

As detailed in the previous sections, the project team utilized a variety of methods to advertise the series to stakeholders within the SCAG region. Direct contacting by phone was particularly successful in reaching out to stakeholders during Phase 1, where the team could easily segment the contact directory into groups who would be interested in each training session. Phone calling supplemented the other strategies in counties where registrations were lacking, for example, for the Riverside County training, phone calling increased the number of registered participants from 12 to 52 participants within one week.

Training Format

The length of the training sessions was scheduled for two hours but was generally one-and-a-half-hours long. The presentations by the project team and guest speakers were usually one hour in length, which allowed 30 minutes for interactive exercises in the form of breakout rooms, Q&As,

case studies and group exercises. The type of interactive exercise was based upon the topic of discussion. During the TDM Policy training for example, stakeholders used breakout rooms to discuss the challenges they had implementing and developing TDM policies in their jurisdictions, while also providing solutions as well. So, this format allowed most participants to get all of the presentation information they needed within a one-hour time period, and also allowed those who wanted additional context or practice time to be able to participate in the exercises.

Opportunities for Improvement

Targeted Phone Calls

The project team used a variety of outreach and marketing techniques to reach out to stakeholders through social media, media releases, phone calls, and newsletters. During Phase 1, there was a greater range of participants in the trainings from the private sector, public sector, and educational institutions. This was enabled by directly contacting stakeholders from each county via cold calling. In Phase 2 however, the participation skewed mostly to the public sector, with mainly government and transit agencies in attendance. These attendees were only marketed to via emails, newsletters and E-flyers, there were no direct contacts to stakeholders.

While targeted calls are more difficult for topical trainings than they are for geography-based ones, given the success demonstrated in Phase 1 there are still opportunities that SCAG and its partners may want to consider in future trainings. For example, tribal and First Nations stakeholders were sent e-newsletters related to the Rural and Suburban TDM training, however, the team could have contacted them more directly earlier in the outreach process. In the future, outreach planning for topical trainings should consider whether specific interest groups should be contacted more directly to get the word out.

Scheduling

The Phase 1 trainings were held at a variety of times of day, with the intent that it might make the trainings as a group accessible to a larger audience. In particular, the project team was conscious of individuals from the private sector whose duties might not directly relate to TDM and might not have been available during the workday to attend the sessions. However, from the feedback Phase 1 surveys indicated that late afternoon/evening hours were not ideal. The Phase 2 trainings were all scheduled in the morning, and it is recommended that any future trainings continue to take place earlier in the day.

In-session Engagement

The diversity of topics during the Phase 2 trainings meant that there was a range of stakeholders that attended the series based on their interests. Due to the range of participants, the level of interaction during the interactive exercises had varied outcomes. For example, the team would frequently see one or two breakout rooms fostering active discussion, and others that were much quieter and required more prodding from the facilitators.

In the future, to foster more discussions during breakout sessions remotely, participants can be encouraged to turn on their cameras to promote more interpersonal connections. For certain training topics, breakout sessions or smaller group discussions in general could be better suited for in-person training sessions, where there might be more personal connections.

Relationship Building

The contact directory was built from SCAG's existing directory as well as a list of employers who comply with the South Coast AQMD's Rule 2202, along with additional contacts added by the consultant team. However not everyone on the contact list got emails from SCAG or were contacted via their SCAG regional liaisons on the first attempt. In future training sessions there should be better coordination and information dissemination between SCAG's regional liaisons, consultant team and stakeholders.

Additional Takeaways

Below are additional takeaways that were identified throughout the training series and from the feedback surveys:

- The RSVP rate was much higher than the attendance rate – the trainings may benefit from actions taken to remind registrants that the trainings are occurring closer to the date of the training itself.
- Based on the number of attendees per 100 residents in the countywide training sessions, there is an appetite from rural and suburban counties to learn more about TDM. Future training topics may want to continue to work with those groups to connect them to relevant case studies and strategies.
- Fifty-seven percent (57%) of participants who responded to the Phase 2 training survey indicated that they would be likely to take an action within their organization related to the training's subject matter, demonstrating that the topical trainings were helpful for their intended audiences.
- Respondents indicated that they could benefit from additional training topics that were not able to be covered in this round of trainings. Those include:
 - Funding resources
 - Operating TDM programs on a minimal budget
 - Research-backed discussion around the most successful TDM strategies (in relation to VMT reduction, economic impact, and productivity)
 - Centralized sources of information such as:
 - Contact directories
 - Best practices
 - List of funding sources
 - Easily digestible TDM legislation repository

5 Next Steps

Budling upon the Strategic TDM plan, the success of the TDM training series and the results of the surveys have shown that there is an appetite for trainings such as these. The Region should therefore endeavour to provide more such educational and outreach programs. The educational programs should be in line with the goals and objectives of SCAG's TDM Strategic Plan, especially knowledge sharing, as well as international best practices.

In order to provide educational and outreach programs that will be beneficial and tailored to all stakeholders within the region, relationships and partnerships will have to be formed with stakeholders to reach a wide range of potential participants.

Future Topics

Based on the responses from surveys and engagement during the training sessions, below are some potential areas and topics for more educational and outreach efforts.

- **Process to developing and implementing TDM policies/ordinances:** During the training series, especially during the TDM Policy series, it was observed that some cities are in the process of developing their TDM ordinances and would like some guidance into to put their ordinances into effect.
- **Establishment of Mobility Hubs:** Mobility hubs were a popular topic during the New Mobility training session. Many participants wanted to learn how they could establish mobility hubs in the cities, and the type partnerships that need to be established in the formation of mobility hubs.
- **Accessing Funding Resources:** Based on responses from feedback surveys, participants requested that they would like training on accessing funding resources.
- **Operating TDM Programming on a minimal budget:** Many of the of practitioners of TDM in the region were noted to have challenges facilitating and implementing TDM programming because the geographic context of their organization is not ideal for TDM activities (i.e.: weather, density, distance between residential areas and employment centers, etc.) and many also lack sufficient funding for TDM activities. Developing a TDM training session on operating TDM programming on a minimal budget might assist in addressing some of these issues.
- **Research methodologies for TDM metrics:** During the breakout session in the last training session, TDM Metrics, participants indicated that they would like to learn more about methodologies to collecting quantitative and qualitative metrics.
- **E-Commerce/Delivery Systems and TDM:** Although this was not discussed during the two-part training series, e-commerce is a growing field that affects how main streets are used and in turn affects TDM. Discussions can focus on the role TDM plays in fostering and facilitating the e-commerce space.

- **Influence of land-use on TDM:** Land-use and transportation are related, together they shape a city/town. Land use and transportation influence where people live, work and play. Discussions can focus on shaping how land-use is developed and how it influences the development of TDM strategies.

Appendices

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