



mving forward

2019 - 2020
**ANNUAL
REPORT**



The last few months have been challenging for our city and region while also demonstrating our communities' resilience. During these uncertain times, Moving Forward urges elected leaders to remember that mobility and transit are a lifeline to essential workers – and all residents who depend on essential workers. Mobility and transit will also be crucial to an equitable economic recovery - mobility and transit link Middle Tennesseans to educational and economic opportunity.

The COVID-19 pandemic has significantly impacted the region's economy and many resident's ability to participate in the economy due to job loss or loss of mobility options. As one of Moving Forward's values, equity is at the forefront of our minds. COVID-19 and the economic struggle that resulted has fallen disproportionately on communities of color, creating an even stronger need for reliable transit options. Now is the time to plan for how transit and innovative mobility solutions can drive the region's economic recovery, connecting communities and providing access for residents to jobs, education and amenities. Investment in transit will help Nashville and Middle Tennessee weather future crises and allow us to not only bounce back, but help our residents, employees and employers to bounce forward.

The devastating impact of COVID-19 is exacerbated in Nashville-Davidson County by Metro's budgetary challenges, which have a direct impact on transit and the ability to provide access to Nashville residents. With CARES Act funding available for fiscal year 2020-2021, WeGo will not be required to make further cuts this year, however, use of this one-time funding is not sustainable, and we must remember that WeGo suffered revenue cuts in the previous fiscal year, resulting in cuts to service and fare increases. Metro must do more for transit in the future. The community engagement to create Mayor John Cooper's transportation plan is encouraging, yet it is still incumbent upon elected officials to explore and consider fully funding existing transit operations as well as creating dedicated funding for transit infrastructure and operations.

The long-term impact of COVID-19 on cities, on economies, and on communities remains to be seen. Moving Forward remains committed, however, to pushing elected leaders to explore dedicated funding options for critical transit and mobility investments. Investment in transit and transportation that provides access for all Middle Tennesseans to get to jobs, education and amenities will help the region and its residents grow stronger as we recover.

Diversity of thought and voice is valued by Moving Forward as discussions around regional transit success continue as we encourage you to become engaged in the conversation around transit and mobility options for all. Join Moving Forward's efforts by signing up at www.movingforwardmidtn.com

Sincerely,

A handwritten signature in black ink, appearing to read "Todd Rolapp".

TODD ROLAPP
Moving Forward Chair

A handwritten signature in black ink, appearing to read "Ashley Northington".

ASHLEY NORTINGTON
Moving Forward Vice Chair



Moving Forward is dedicated to creating regional mobility solutions that work for Middle Tennesseans. Moving Forward empowers business, community, and transit thought leaders to engage in the critical transportation issues facing Middle Tennessee by reviewing the region's progress toward greater mobility options and identifying mobility, and specifically transit, solutions for the region.

Moving Forward is governed by a coordinating committee with two issue-specific task forces, each of which are led by business and community leaders. Moving Forward works closely with elected officials and the public sector – the Tennessee Department of Transportation, the Greater Nashville Regional Council, WeGo, and Mayors throughout Middle Tennessee – to create regional mobility solutions. Moving Forward brings business and community insight and innovation to the conversation. Started in August 2015, Moving Forward relaunched in 2019, with the following values and goals.

MOVING FORWARD'S VALUES

accountability, collaboration, equity, regionalism and urgency

MOVING FORWARD'S GOALS

1. **FACILITATE A REGIONAL APPROACH TO IMPROVE MOBILITY.**
2. **UPDATE THE NASHVILLE AREA MPO 2045 REGIONAL TRANSPORTATION PLAN IN 2021. UPDATE THE WEGO STRATEGIC PLAN (NMOTION) IN 2022.**
3. **ADVOCATE FOR NEAR-TERM PROJECTS TO IMPROVE MOBILITY.**
4. **IDENTIFY AND SECURE DEDICATED FUNDING FOR MOBILITY IN THE REGION BY 2024.**
5. **BEGIN CONSTRUCTION ON THE FIRST PHASE OF THE WEGO STRATEGIC PLAN IN THE REGION BY 2026.**

MOVING FORWARD COORDINATING COMMITTEE

TODD ROLAPP

Bass, Berry & Sims,
chair

GREG BAILEY

Finley + Bailey Strategic Communications,
chair of Mobility Policy Task Force

REV. DR. JUDY CUMMINGS

New Covenant Christian Church,
chair of Mobility Plans Task Force

ASHLEY NORTHINGTON

DENOR Brands + Public Relations,
vice-chair

AL PRAMUK

Gresham Smith,
vice-chair of Mobility Policy Task Force

ERIN HAFKENSCHIEL

Vanderbilt University,
vice-chair of Mobility Plans Task Force

MOVING FORWARD TASK FORCES

MOBILITY POLICY TASK FORCE

The Mobility Policy Task Force creates original research and input to guide policy; responds to legislative or administrative action; ensures volunteers are aware of policy issues at the federal, metro and state level.

MOBILITY PLANS TASK FORCE

The Mobility Plans Task Force provides the business perspective to the region's plans and projects; creates opportunities to provide project/topic specific information to business and community leaders; aids business and community leaders in amplifying mobility messages throughout the community.

COVID-19 IMPACT ON TRANSIT

In early March 2020, cases of COVID-19 appeared in the Middle Tennessee region. While local governments and businesses navigated required closings and new health and safety protocols, transit usage throughout the region declined dramatically. With "safer at home orders," many employees no longer commuted to work and with business closures, other riders were no longer taking transit to meet their daily needs. Meanwhile, with the fear of the spread of COVID-19 and uncertainty about how the virus was spread, many regular transit users chose other modes of transportation. At the outset of the spread of COVID-19, WeGo even urged citizens to not ride transit unless necessary.

As a result, WeGo has seen a significant decrease in ridership. At its lowest, WeGo experienced a 65 percent decrease in ridership, however, since mid-April 2020 ridership numbers have marginally increased to reach an overall decrease of approximately 55 percent. The Regional Transportation Authority (RTA) commuter bus and WeGo Star ridership is down 90 percent, while Access Ride services have experienced a decrease of 80 percent. Conversation with senior staff at WeGo indicates that the bus lines with the highest ridership before COVID-19 have retained the highest ridership during COVID-19. Anecdotally, WeGo believes that riders on the bus during COVID-19 are commuting to essential jobs. WeGo found that, even when ridership was at its lowest, the transit agency was serving 10,000 to 12,000 riders per day, who were generally employees headed to grocery stores, hospitals, construction sites, etc. - essential workers.

Moving Forward's commitment to the value of equity calls for it to speak directly to the disproportionate impact that COVID-19 has had on communities of color and to note how diminished transit service further negatively impacts these communities. Nationally, research shows that African Americans are experiencing a disproportionate impact of COVID-19, in terms of the number of cases and deaths and the economic impact of layoffs. In Nashville-Davidson County, African Americans make up 28 percent of the population, yet account for 37 percent of all COVID-19-related deaths (as of figures released on June 24, 2020). White residents make up 66 percent of the population and account for 52 percent of COVID-19-related deaths. Asian Americans are 5 percent of the county's population and account for 3 percent of the COVID-19-related deaths.

Considering the economic impact of COVID-19 on communities of color, while unemployment data disaggregated by race is not currently available on the county level, national research points to a disproportionate impact of temporary and permanent business closures on African Americans, who are more likely to be employed in jobs that cannot support working remotely. Meanwhile, African American and Latino residents are more likely to be employed as essential workers. On the ground, in addition to noting that transit service was still heavily used by essential workers, WeGo has also noted that of the bus stops that have been least affected during the pandemic – ridership has not declined significantly – 65 percent of these stops are in low-income neighborhoods. Clearly, there is an equity impact when transit service is diminished and there is an equity impact to how transit is continued and expanded in the future.

During the pandemic, WeGo has also taken action to address concerns about how the virus spread, WeGo implemented additional measures to insure clean and safe spaces for riders and drivers. Immediately following the first COVID-19 case in Tennessee, WeGo increased the frequency of vehicle and facility disinfecting, with focus on surfaces touched most frequently by riders and employees. WeGo is also installing protective shields to protect bus drivers from the spread of germs. As Nashville-Davidson County began to gradually reopen businesses, on May 31, 2020, WeGo began operating an enhanced service plan due to an increase in ridership, which provided additional service frequency on high volume routes in order to allow for proper social distancing.

Throughout the course of the COVID-19 pandemic transit ridership has decreased significantly, which in turn impact transit agency revenues. Fare revenues, comprising 10 to 12 percent of WeGo's revenue, are down. This loss of revenue is exacerbated by the fact that WeGo relies heavily on government funding to operate. With state and local government experiencing dramatic revenue losses, it is not hard to see how transit funding will be drastically impacted into the foreseeable future. Without dedicated funding for transit it will take creative measures to fund transit as local governments experience the fiscal impacts of COVID-19 for months and years to come.

Thinking of transit as infrastructure and the impact, more broadly, of COVID-19 on the shape and function of cities, there has been significant discussion about the role of density and mobility in spreading COVID-19. Moving Forward has followed this conversation and research closely and has noted that:

- 1. Public transportation systems continue to be crucial to cities and how they function and as an economic driver;**
- 2. It is important to differentiate population density from crowds. For example, in New York, more dense areas (such as Manhattan) saw fewer cases than less dense areas (such as Staten Island and the north Bronx). The spread of COVID-19 appears, at this point, to be more closely linked to crowds and lack of proper distancing and masking in crowds;**
- 3. Despite an initial MIT study on New York's transit system, data from additional research has shown that transportation systems have not been the origin for COVID-19 cases;**
- 4. Mobility continues to be an issue for employees and employers during this pandemic, especially for essential workers, people who aren't able to work from home, etc.**

There is still much to be learned about the long-term impacts of COVID-19, but there is no doubt that planning and investment in infrastructure and mobility is not only important for economic recovery, but will be critical for future economic success.

COVID-19 will potentially change the way communities value and think about design of the city and how mobility can be designed for access and safety. Beyond dedicated funding, now is the time to plan how innovative mobility solutions can play a role in connecting communities and creating economic viability. Roads, interstates, and other public spaces are currently under-utilized due to the pandemic, which offers the opportunity for government officials and agencies to explore how these areas and infrastructure could be used for the betterment of Middle Tennessee communities.

NASHVILLE REGION CARES ACT SHARES:

WeGo Metropolitan Transit Authority (MTA)

\$55,143,705



WeGo Regional Transportation Authority (RTA)

\$13,786,259



Franklin Transit Authority

\$6,127,078



Williamson County/ Transportation Management Association (TMA) Group

\$680,786



Source: WeGo, 2020

THE NECESSITY OF TRANSIT FOR RESILIENCE AND RECOVERY

Just as the COVID-19 pandemic has drawn attention to the necessity of essential workers – employees of grocery stores, convenience stores, pharmacies and hospitals – the pandemic has also put a spotlight on the challenges that many of them face in commuting to their jobs. Transit is essential for communities’ resilience during disasters; it connects residents to jobs, food, health care and other basic needs. Transit is also a crucial feature of communities’ recovery after disaster. Research by **Transportation for America** (T4A) has found that in communities where transit funding and operations languished during the Great Recession, the result was that when the economy rebounded, employees that were reliant on transit were slower to see their personal and household wealth and economic well-being rebound; due to lack of transportation options, they could not take full advantage of the economic recovery.

FUNDING FOR TRANSIT CARES ACT COVERS FY21, BUT FUNDING WEGO HAS BEEN CHALLENGING

With transit systems across the country facing the same disastrous drops in usage and service and acknowledging the role of transit for resilience during disaster and for recovery post-disaster, Congress included in the CARES Act funding for operations and capital needs for transit agencies throughout the United States. In the Middle Tennessee region, almost \$76 million was distributed to aid transit agencies through the impacts of COVID-19. Dialogue with federal officials indicated that the goal of the CARES Act is to assure that transit agencies are in the same condition – neither diminished nor enhanced – after COVID-19.

PRE-COVID-19 – TRANSIT FUNDING IN NASHVILLE LANGUISHED

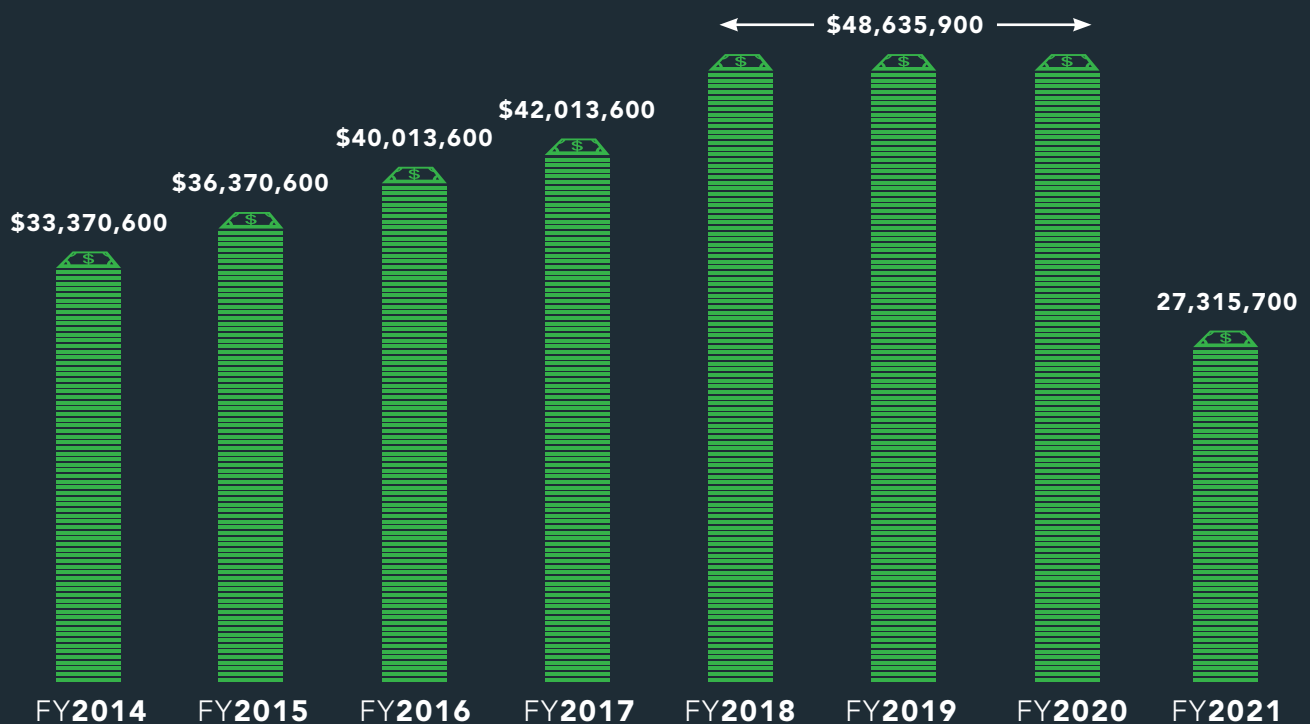
WeGo's funding and ability to provide transit for a growing city and region was in question prior to the COVID-19 outbreak.

In 2018, Nashville-Davidson County voters rejected a plan to build significant transit infrastructure including bus rapid transit, light rail and a tunnel through the congested downtown, paying for the investment through a variety of taxes including a one-half cent increase in sales tax. That referendum failed three-to-one.

Subsequently, WeGo has been among the other Metro Nashville-Davidson County government departments that have seen budget cuts. In Fiscal Year 2019-2020, WeGo faced a budget deficit of \$8.7 million, which resulted in system design and operations changes and fare increases (see sidebar, page 9).

RECENT TRENDS IN METRO FUNDING

METRO GENERAL FUND OPERATING ASSISTANCE



Source: WeGo, 2020

FUNDING FOR TRANSIT IN FY21

In June 2020, the Metro Nashville-Davidson County Council considered proposals for the city's Fiscal Year 2020-2021 budget, including a \$1.00 property tax rate increase in Mayor John Cooper's proposal and a \$1.066 property tax rate increase offered in Council member At-Large Bob Mendes' substitute budget offered from his position as Budget and Finance Chair. Both proposed budgets required cuts of most Metro Departments. WeGo was not required to make cuts, because the Metro portion of WeGo's budget (\$22.3 million) would be, for Fiscal Year 2020-2021 only, funded by the CARES Act funding. The use of one-time, non-recurring federal funds to cover Metro government's portion of WeGo's operations is understandable, yet troubling because it will put Metro government further behind in funding WeGo in the city's Fiscal Year 2021-2022 budget.

Recognizing that Mayor John Cooper was proposing, and Metro Council was considering, using one-time CARES Act funding to cover WeGo's operating expenses – a solution that may be necessary in this moment, but is not sustainable – Moving Forward issued a statement to Metro Council (see below), urging Metro Council to consider funding transit an essential part of Nashville's future. On June 16, Metro Council approved Council member At-Large Mendes' substitute budget and related property tax rate increase.

STATEMENT FROM MOVING FORWARD ON METRO'S FY21 OPERATING BUDGET RELATED TO WEGO

As Metro, the state, the nation, and the world continue to navigate the ever-evolving landscape created by COVID-19, Moving Forward believes it is as important to continue to focus on mobility issues and specifically on transit as key priorities in Middle Tennessee.

Transit is crucial in our region's response to COVID-19, serving the essential workers that work in hospitals, groceries, and pharmacies among other needed businesses. Transit will also be critical in Middle Tennessee's economic recovery, enabling more residents to access jobs and training as the economy reopens. Safe, high-quality, high-frequency, multi-modal transportation is important to our region.

Considering Metro's financial situation, which was worsened by the impact of the tornadoes and COVID-19, Moving Forward understands the need for Metro to dedicate federal funding from the CARES Act to WeGo's FY21 budget in place of Metro general fund dollars.

We urge Metro officials, however, to prepare to fully fund WeGo in the FY22 budget with general operating funds. Continuing transit service, providing access to jobs and education, is key to our region's economic recovery.

This pandemic has demonstrated that transit systems with dedicated funding are better equipped to continue to serve essential workers and facilitate equitable recovery. For this reason, Moving Forward remains committed to securing dedicated funding for transit.

Moving Forward believes that investment in transit and transportation that provides access for all Middle Tennesseans to get to jobs, education and amenities will help the region grow stronger as we recover. Investment in transit will help Nashville and Middle Tennessee weather future crises and help us to not only bounce back, but help our residents, employees and employers to bounce forward. Given that, for its Fiscal Year 2021-2022 budget, Metro will have to “fill” \$22.3 million of one-time federal funding used in FY21, and that WeGo lost \$8.7 million in funding in FY20, WeGo is clearly behind in receiving the funding it needs to sustain its services, much less expand service as proposed in Better Bus (see below). This is a troubling situation for transit service that Moving Forward believes is critical during COVID-19 and crucial to the region’s recovery and future growth.

As noted in the letter to Metro Council, Moving Forward remains committed to securing dedicated funding for transit. The deficit WeGo faced in FY20 that resulted in cuts to service and fare increases; the necessary but challenging use of one-time federal funds in FY21; the inability of the city to divert funding from the operating fund to expand needed transit services - all of these challenges reaffirm Moving Forward’s commitment to securing dedicated funding for transit. Dedicated funding is needed to ensure that transit can support economic and workforce development and provide access to jobs and education for all Middle Tennesseans.

WEGO PRE-COVID-19 BUDGET CUTS

COVID-19 has had a significant effect on WeGo ridership, operations and budget. This compounded the budget cuts WeGo suffered before COVID-19. In late September 2019, WeGo Public Transit implemented system-wide service changes that were a combination of rescheduling, rerouting, combining, and route eliminations. These route changes along with increased fares were implemented to address WeGo’s \$8.7 million operating budget deficit for the 2019-2020 Fiscal Year.

PEER COMPARISON: AFTER FALL SERVICE CHANGE



Prior to the decision to implement service changes and fare increases, WeGo staff engaged riders and residents to discuss how service changes would impact them. After input and review of the best possible scenarios, the WeGo Transit Board adopted staff leadership recommendation to cut nine routes and increase fares from \$1.70 to \$2.00 for one-way rides. These changes took effect on September 29, 2019. The changes were expected to directly impact approximately 20 percent of WeGo riders and critically impact about 2 percent. Those impacted by the changes amounts to about 500 riders being required to walk a mile or more to a bus stop or lose access in general. These numbers take on additional weight when considering the absence of sufficient and safe walking or biking infrastructure throughout Nashville-Davidson County.

PLANNING FOR TRANSIT TO AID ECONOMIC RECOVERY AND FOR FUTURE GROWTH

Planning to create safe, reliable, accessible transit in Middle Tennessee was challenging before COVID-19 and the pandemic has raised new questions for how to sustain transit in the near-term and expand transit in the future.

MAYOR COOPER'S TRANSPORTATION PLAN

As noted above, Nashville-Davidson County voters soundly rejected the expansive Let's Move Nashville transit plan in 2018. During the 2019 Nashville-Davidson County mayoral election, transit was not a significant topic of conversation for the candidates. Now-Mayor John Cooper pledged during the campaign to create a transportation plan to take to voters within the first year of his term. Mayor Cooper's focus on transportation more broadly included interest in smart traffic solutions, connecting neighborhoods through bus system improvements, and investments in infrastructure such as sidewalks to improve pedestrian safety.

The announcement of a Transportation Plan for Metro Nashville is related to Moving Forward's goals of updating the Nashville Area MPO 2045 regional transportation plan (now called the Unified Transportation Plan) in 2021 and updating the WeGo strategic plan (*nMotion*) in 2022. Through conversations with Mayor Cooper's office and the Nashville Area MPO/GNRC, agreement does exist in making sure Nashville's next transportation plan is included in the 2045 Unified Transportation Plan.

Shortly after being elected, Mayor Cooper hired Faye DiMassimo to serve as Senior Advisor for Transportation and Infrastructure. Tapping into her nearly 40 years of experience in the transportation industry, both in the public and private sectors, DiMassimo was charged with laying the groundwork for a "right sized" transportation plan for Metro Nashville. The Transportation Plan would reflect the community's priorities for investment and would draw on specific projects from Metro's many previous, approved transportation plans including plans for bike/pedestrians, for transit, for smart infrastructure, etc.

The Mayor's office hosted eleven public listening sessions in January and February of 2020. The listening sessions provided opportunities to residents throughout Davidson County to voice their ideas, priorities, and concerns regarding transit and transportation in Nashville. Additional stakeholder meetings with specific constituencies were scheduled to take place throughout March, with initial transportation plan recommendations being issued by late spring and the final transportation plan scheduled to be released by the end of September 2020. The release of a transportation plan by this date would have met Mayor Cooper's commitment to proposing a plan within his first year in office.

COMMUNITY LISTENING SESSIONS

ANTIOCH



DONELSON



BORDEAUX



NORTH NASHVILLE



JOELTON



WEST NASHVILLE



BELLEVUE

| | | | | |
|---------------------------------------------------------------------------------|---------------------------|------------------------------------------------|------------------------------------------------------------------------|----------------------------------------------------------------------|
| SAFETY/ VISION ZERO \$119 | BIKEWAYS \$81 | SIGNALS/TRAFFIC OPERATIONS \$107 | TRANSIT \$387 | GREENWAYS \$136 |
| TDOT ON INTERSTATES/ STATE ROUTES & FREIGHT MOVEMENT \$93 | SIDEWALKS \$158 | TRAFFIC CALMING \$36 | STATE OF GOOD REPAIR (ROAD/BRIDGE MAINTENANCE) \$203 | ATTENDANCE (BASED ON CONTRIBUTION TOTAL) 66 |
| | | | TOTAL \$1,320 | |

DOWNTOWN

| | | | | |
|----------------------------------------------------------------------------------|---------------------------|------------------------------------------------|------------------------------------------------------------------------|-----------------------------------------------------------------------|
| SAFETY/ VISION ZERO \$124 | BIKEWAYS \$255 | SIGNALS/TRAFFIC OPERATIONS \$140 | TRANSIT \$626 | GREENWAYS \$205 |
| TDOT ON INTERSTATES/ STATE ROUTES & FREIGHT MOVEMENT \$115 | SIDEWALKS \$324 | TRAFFIC CALMING \$100 | STATE OF GOOD REPAIR (ROAD/BRIDGE MAINTENANCE) \$161 | ATTENDANCE (BASED ON CONTRIBUTION TOTAL) 103 |
| | | | TOTAL \$2,050 | |

GREEN HILLS

| | | | | |
|---------------------------------------------------------------------------------|---------------------------|-----------------------------------------------|------------------------------------------------------------------------|----------------------------------------------------------------------|
| SAFETY/ VISION ZERO \$61 | BIKEWAYS \$76 | SIGNALS/TRAFFIC OPERATIONS \$69 | TRANSIT \$338 | GREENWAYS \$65 |
| TDOT ON INTERSTATES/ STATE ROUTES & FREIGHT MOVEMENT \$59 | SIDEWALKS \$208 | TRAFFIC CALMING \$51 | STATE OF GOOD REPAIR (ROAD/BRIDGE MAINTENANCE) \$138 | ATTENDANCE (BASED ON CONTRIBUTION TOTAL) 53 |
| | | | TOTAL \$1,065 | |

SOUTH NASHVILLE

| | | | | |
|---------------------------------------------------------------------------------|---------------------------|------------------------------------------------|-----------------------------------------------------------------------|----------------------------------------------------------------------|
| SAFETY/ VISION ZERO \$115 | BIKEWAYS \$79 | SIGNALS/TRAFFIC OPERATIONS \$123 | TRANSIT \$305 | GREENWAYS \$104 |
| TDOT ON INTERSTATES/ STATE ROUTES & FREIGHT MOVEMENT \$66 | SIDEWALKS \$213 | TRAFFIC CALMING \$75 | STATE OF GOOD REPAIR (ROAD/BRIDGE MAINTENANCE) \$88 | ATTENDANCE (BASED ON CONTRIBUTION TOTAL) 58 |
| | | | TOTAL \$1,168 | |

EAST NASHVILLE/MADISON

| | | | | |
|---------------------------------------------------------------------------------|---------------------------|------------------------------------------------|------------------------------------------------------------------------|----------------------------------------------------------------------|
| SAFETY/ VISION ZERO \$94 | BIKEWAYS \$176 | SIGNALS/TRAFFIC OPERATIONS \$131 | TRANSIT \$398 | GREENWAYS \$133 |
| TDOT ON INTERSTATES/ STATE ROUTES & FREIGHT MOVEMENT \$78 | SIDEWALKS \$241 | TRAFFIC CALMING \$82 | STATE OF GOOD REPAIR (ROAD/BRIDGE MAINTENANCE) \$101 | ATTENDANCE (BASED ON CONTRIBUTION TOTAL) 72 |
| | | | TOTAL \$15,170 | |

TOTAL SESSIONS

| | | | | |
|------------------------------------------------------------------------------------|-----------------------------|--------------------------------------------------|--------------------------------------------------------------------------|-----------------------------------------------------------------------|
| SAFETY/ VISION ZERO \$1,710 | BIKEWAYS \$984 | SIGNALS/TRAFFIC OPERATIONS \$1,351 | TRANSIT \$3,959 | GREENWAYS \$1,112 |
| TDOT ON INTERSTATES/ STATE ROUTES & FREIGHT MOVEMENT \$1,224 | SIDEWALKS \$2,111 | TRAFFIC CALMING \$791 | STATE OF GOOD REPAIR (ROAD/BRIDGE MAINTENANCE) \$1,928 | ATTENDANCE (BASED ON CONTRIBUTION TOTAL) 759 |
| | | | TOTAL \$15,170 | |

ONLINE SURVEY

| | | | | |
|------------------------------------------------------------------------------------|-----------------------------|--------------------------------------------------|--------------------------------------------------------------------------|-------------------------------------------------------------------------|
| SAFETY/ VISION ZERO \$1,872 | BIKEWAYS \$1,673 | SIGNALS/TRAFFIC OPERATIONS \$2,783 | TRANSIT \$8,233 | GREENWAYS \$1,729 |
| TDOT ON INTERSTATES/ STATE ROUTES & FREIGHT MOVEMENT \$4,122 | SIDEWALKS \$3,697 | TRAFFIC CALMING \$1,585 | STATE OF GOOD REPAIR (ROAD/BRIDGE MAINTENANCE) \$4,926 | ATTENDANCE (BASED ON CONTRIBUTION TOTAL) 1,531 |
| | | | TOTAL \$30,620 | |

MOVING FORWARD LISTENING SESSION



On March 12, 2020, Moving Forward hosted a Metro Nashville Transportation Plan listening session facilitated by Faye DiMassimo and other staff members from the Office of Mayor John Cooper. This meeting provided Moving Forward members and members of other stakeholder organizations an opportunity to be engaged in and weigh in on the Mayor's transportation plan.

After that engagement opportunity for Moving Forward members, the Moving Forward Coordinating Committee issued a recommendation on the forthcoming Transportation Plan, indicating that the Transportation Plan should include the following elements:

- 1. Significant commitment to transit as a primary solution to Nashville/Davidson County's (and eventually the region's) onerous commutes and a focus on access as the key measure of success of transit investments, i.e., transit investments demonstrate how more Nashville/Davidson County residents will have access to jobs, education and amenities.**
- 2. A clear plan, programs and investment that demonstrate how transit will move efficiently and effectively through downtown Nashville.**
- 3. A clear plan for how Nashville/Davidson County's investment in transit will eventually link to and support regional investments in transit.**
- 4. A clear statement that the transportation plan released at this time is a necessary first step in creating improved mobility options for Nashville/Davidson County and the region, but that more investment will be needed in the future.**
- 5. A commitment to securing dedicated funding for transit and related mobility improvements.**

Throughout the COVID-19 outbreak, Moving Forward has continued to communicate with the Mayor's office regarding their commitment to developing a transportation plan. Even while a plan might be the first step of introducing mobility solutions for the Nashville area, it is still incumbent upon elected officials to explore and consider fully funding existing transit operations as well as dedicated funding for transit infrastructure and operations needs of the future. A successful plan includes regional, comprehensive mobility solutions with a realistic and sustainable funding plan that includes funding for operation and maintenance.

BETTER BUS

Better Bus is based on key **nMotion** principles, focusing and improving system access and frequency. These proposed improvements span a five-year phasing in period and an annual operating budget increase of approximately \$25 million. When implemented, these system improvements would increase fixed route service by 31 percent and would create better span of service, better evening and weekend service, better weekday service frequency, better local and connector service, route extensions, and improved crosstown routes.

These proposed investments in transit improvements also include and require additional fleet vehicles and approximately 100 new shelters throughout Metro Nashville. Fare capping will also be instituted during this project, which will allow WeGo riders to only pay for the trips they utilize. This will take the guess work out of paying bus fares and provide the best value to the customer.

Better Bus presents system improvements that provide improved service frequency and access for Nashvillians. These improvements of course will require Metro government to consider dedicated funding for continued operations and the need for future additional capital investments.

| IMPROVEMENT | COST | BENEFIT |
|------------------------------------------------------------------|-------------------------------------------|-----------------------------------------------------------------------------------|
| BETTER SPAN: RUN SERVICE EARLIER AND LATER | \$3.2 MILLION ANNUAL OPERATING | 95% OF CURRENT RIDERS CAN TRAVEL EARLIER/LATER |
| BETTER EVENING & WEEKEND SERVICE | \$3.3 MILLION ANNUAL OPERATING | BETTER SERVICE FOR 16,000+ SATURDAY RIDERS & 10,000+ SUNDAY RIDERS |
| BETTER WEEKDAY FREQUENCY: EXPAND THE FREQUENT TRANSIT NETWORK | \$4.1 MILLION ANNUAL OPERATING | 44,000 MORE RESIDENTS & 45,000 MORE JOBS WITH ACCESS TO FREQUENT SERVICE |
| BETTER LOCAL & CONNECTOR SERVICE | \$3.6 MILLION ANNUAL OPERATING | BETTER CONNECTIONS AND REDUCED TRAVEL TIMES |
| ROUTE EXTENSIONS | \$1.5 MILLION ANNUAL OPERATING | NEW CONNECTIONS AND REDUCED TRAVEL TIME |
| NEW AND IMPROVED CROSSTOWN ROUTES | \$3.5 MILLION ANNUAL OPERATING | EASIER TO TRAVEL WITHOUT GOING DOWNTOWN |
| OTHER OPERATING COSTS: FARE CAPPING | \$600,000 ANNUALLY | TAKES THE GUESSWORK OUT OF PAYING FARES. AUTOMATICALLY PROVIDES BEST VALUE. |

UNIFIED TRANSPORTATION PLAN

In October 2019, GNRC hosted its Unified Transportation Plan kick-off event. This event was attended by elected officials, community and business leaders, and transit stakeholders. Moving Forward leadership as well as individual volunteers, attended the event to hear how Middle Tennessee could come together to provide vision on how the next regional transportation plan (RTP) could improve transportation and mobility options throughout the region. Todd Rolapp, Moving Forward's Chair, and Erin Hafkenschiel, Mobility Plans' vice chair, also served on an event panel where they had the opportunity to share Moving Forward's values and goals in support of regional mobility solutions.

GNRC has led a shift in thinking of our region's transportation plan to a newly branded Unified Transportation Plan. The Unified Transportation Plan will be the result of collaboration of the Tennessee Department of Transportation (TDOT), local governments, and transit agencies across Middle Tennessee. This planning effort seeks to bring transportation stakeholders throughout Middle Tennessee together in order to craft a regional transportation plan that acknowledges the continued growth of our region and serves all Middle Tennessee residents.

Moving Forward remains focused on the goal of updating the Nashville Area MPO 2045 regional transportation plan in 2021 and will continue to participate in and support engagement efforts around the Unified Transportation Plan. With the vast growth our region is experiencing it is incumbent upon all business, government, and community stakeholders to come together to provide perspective on a plan that will benefit all Middle Tennesseans.

Visit: <https://www.solvehistogether.org>

It is unclear what the overall impact of COVID-19 will have on communities as well as transit. Advocates, stakeholders, and transit agencies are currently studying and speculating on how transit will best aid in the rebound of the economy and our local communities. However, should a vast resurgence of COVID-19 take place later in the year it will present a renewed public health and safety concern, impacting transit ridership through social distancing requirements and companies allowing for remote work in an effort to keep employees working while ensuring safety. It remains important for transit advocates and stakeholders to remain engaged in exploring how safe, reliable, and accessible mobility options can play a role in the recovery and future of Middle Tennessee.

MOVING FORWARD TASK FORCE WORK – 2019 TO 2020

Throughout this tumultuous year, Moving Forward volunteers, through their service in Moving Forward's two task forces, have educated themselves, provided their business and community insight to the issue of transit, and created original research to further the transit conversation.

2020 SCORECARD

Moving Forward releases an annual scorecard each January showing what progress has occurred on its five mobility goals.



Moving Forward continues its work, in conjunction with public and private sector partners, to expand mobility options in the Middle Tennessee region with five goals for 2019 to 2026. Moving Forward's work is grounded in the values of accountability, collaboration, equity, regionalism and urgency. This scorecard tracks the progress made in 2019 on Moving Forward's goals to create multi-modal mobility options for our region. For more information, visit movingforwardmidtn.com

Complete  Underway 

-  1. **Facilitate a regional approach to improve mobility.**
Moving Forward continues to champion a transportation system that connects the entire Middle Tennessee region to provide mobility options to its residents. In 2019, the Moving Forward Mobility Plans Task Force researched how peer and aspirational regions coordinate to provide regional transit. A snapshot of the report is found on this postcard. The entire report can be found at movingforwardmidtn.com.
-  2. **Update the Nashville Area MPO 2045 regional transportation plan in 2021. Update the WeGo strategic plan (nMotion) in 2022.**
The Nashville Area MPO regional transportation plan must be updated and approved every five years in order to access federal transportation funds distributed by the U.S. DOT Federal Highway Administration and the Federal Transit Administration. In October 2019, the MPO launched this regional transportation plan update. To learn more, visit solvethistogether.org.
3. **Advocate for near-term projects to improve mobility.**
Middle Tennessee can make incremental and innovative improvements to its multi-modal transportation system even as we work toward another transit referendum. In 2019, the Moving Forward Mobility Plans task force heard from leaders of TDOT, WeGo and the Greater Nashville Regional Council on planning efforts and near-term solutions. If you would like to be engaged in these conversations, contact Moving Forward at hello@movingforwardmidtn.com.
4. **Identify and secure dedicated funding for mobility in the region by 2024.**
The Middle Tennessee region is the only metropolitan area of its size in the country without a local, dedicated source of funding for transit. This severely limits the region's ability to receive state and federal funding, which often requires a local match. No action was taken on this goal in 2019.
5. **Begin construction on the first phase of the WeGo Update the WeGo and RTA strategic plan (nMotion) in 2022 and RTA strategic plan in the region by 2026.**
This objective is ambitious but critical for Middle Tennessee to continue to be a prosperous region for its vibrant and diverse residents. Reaching this goal will be made more difficult as local, dedicated funding is not secured. No action was taken on this goal in 2019.

2019 MOBILITY POLICY TASK FORCE: REGIONAL COORDINATION STUDY

The Mobility Policy task force is tasked with creating original research and input to guide policy; responding to legislative or administrative action; and ensuring volunteers are aware of policy issues at the federal, metro and state level.

One of Moving Forward's goals is to facilitate a regional approach to improve mobility. Throughout 2019, the Moving Forward Mobility Policy task force studied models of regional coordination around the provision of transit. The result was Moving Forward's Regional Coordination Study.

In conducting the Regional Coordination Study, Moving Forward volunteers on the task force considered the regional coordination models of seven peer and aspirational regions from across the country. The task force's goal was to provide an understanding of how Middle Tennessee undertakes coordination on the provision of transit compared to how other regions have collaborated across jurisdictions to provide transit options.

The task force focused on five points at which regional coordination could occur in the provision of transit:

- 1. REGIONAL GOVERNANCE OR COORDINATION STRUCTURES**
- 2. SECURING AND DISTRIBUTING FUNDING FOR TRANSIT**
- 3. PLANNING FOR TRANSIT**
- 4. IMPLEMENTING/CONSTRUCTING TRANSIT**
- 5. OPERATING TRANSIT**

The task force strived to identify regions that were peers or aspirational in nature. While the Nashville region is in the early stages of creating a regional transit system compared to most of the study regions, this positions Middle Tennessee to learn from the experiences of others. After careful consideration, the task force chose to study Atlanta, Georgia; Charlotte, North Carolina; Denver, Colorado; Indianapolis, Indiana; Raleigh, North Carolina; Seattle, Washington; and Minneapolis-St. Paul, Minneapolis. Representatives from the peer regions met with the task force, provided historical overviews, and imparted best practices and lessons learned from their respective experiences with regional transit solutions.

During the Let's Move Nashville transit campaign, the plan was criticized for not being sufficiently "regional" in nature. That critique – and Moving Forward's commitment to regional mobility solutions – prompted this study of how Middle Tennessee is poised to act regionally to create transit compared to peer and aspirational regions. The review of peer regions revealed, however, that there is no single model for how a region should structure its decision-making bodies, its planning, its funding, construction or operations to create a regional transit system.

There are regions that have created regional entities that encompass all or portions of multiple cities and counties to conduct governance, planning, funding, etc., on the regional level. There are as many regions, however, that work within the federally required Metropolitan Planning Organization (MPO) to conduct planning and then use inter-governmental agreements to work across jurisdictions. This is a model that has been successful in peer regions and is a model that Middle Tennessee is well-suited to replicate.

The Regional Coordination Study found that the Middle Tennessee region possesses many of the tools needed for regional transit success. Our regional coordination efforts are comparable with many of our peers, with successful coordination among the Regional Transportation Authority (RTA), the Greater Nashville Regional Council (GNRC), the Tennessee Department of Transportation (TDOT), and the Middle Tennessee Mayors Caucus. The Nashville region already has a regional transportation plan - the Greater Nashville Regional Council's (GNRC) Regional Transportation Plan (RTP), and the ability to adopt local or corridor transportation plans into the RTP.

The tool that the Middle Tennessee region does not possess that was present in all of the other peer regions, is dedicated funding for transit. The region has paths – the 2009 RTA legislation and the IMPROVE Act – for voters to secure dedicated funding, but until that funding is present, the future steps of construction and operations are difficult at best.

FUNDING

The one feature shared by all of the peer regions was dedicated funding. The dedicated funding sources vary by the project type, funding need, and by the political climate of a region, with sales tax being the most common source. The collection and allocation of transportation and transit funds also differs from region to region. Some regions' collection authority resides with counties or localities throughout the region and these individual entities do (or intend to) create cross-jurisdictional agreements to coordinate funding to support transit that crosses jurisdictional boundaries. In other regions, special districts made up of multiple counties or localities have the authority to levy and collect taxes to distribute funding. This section describes how each of the study regions have chosen to fund transportation/transit throughout their respective regions.

FUNDING

NASHVILLE, TENNESSEE



DEDICATED FUNDING

- None.**
Failed referendum for dedicated funding in 2018.

INITIAL DEDICATED FUNDING APPROVED

Not applicable.

FUNDING ACROSS JURISDICTIONS

- None.**

ATLANTA, GEORGIA



DEDICATED FUNDING

- Yes.**
Sales tax.

INITIAL DEDICATED FUNDING APPROVED

1971

FUNDING ACROSS JURISDICTIONS

- None currently.**
Participating MARTA governments have the authority to raise sales tax to fund transit, subject to voter approval. The creation of the ATL is a step in the direction of a more coordinated transit funding by allowing counties outside of MARTA governments the ability to hold referendum for transit funding through sales tax increases.

CHARLOTTE, NORTH CAROLINA



DEDICATED FUNDING

- Yes.**
Sales tax.

INITIAL DEDICATED FUNDING APPROVED

1998

FUNDING ACROSS JURISDICTIONS

- None**
While the Metropolitan Transit Commission (MTC) is a multi-jurisdiction entity that adopts the regional transit plan and allocates funding to implement the plan, the funding must be adopted by each jurisdiction. Then MTC can create inter-jurisdictional agreements to deliver transit projects.

DENVER, COLORADO



DEDICATED FUNDING

- Yes.**
Sales tax.

INITIAL DEDICATED FUNDING APPROVED

1973

FUNDING ACROSS JURISDICTIONS

- Yes.**
Denver Regional Transit District (RTD) has taxing and collection authority. The RTD board makes transit funding decision in the region.

INDIANAPOLIS, INDIANA



DEDICATED FUNDING



Yes.

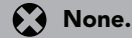
Local income tax.

Note: this is not available in TN

INITIAL DEDICATED FUNDING APPROVED

2016

FUNDING ACROSS JURISDICTIONS



None.

While Indy Connect exists as a partnership of Indianapolis MPO, IndyGo and the Central Indiana Regional Transportation Authority (with other, non-governmental partners) to support regional collaboration, each jurisdiction must vote for its own funding and then enter into agreements to connect transit to Indianapolis.

RALEIGH, NORTH CAROLINA



DEDICATED FUNDING



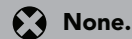
Yes.

In Raleigh/Wake County Primarily sales tax and nominal vehicle fee.

INITIAL DEDICATED FUNDING APPROVED

2016

FUNDING ACROSS JURISDICTIONS



None.

The money raised in the county stays in the county. Elected officials could vote to have some funding go out-of-county to achieve larger regional goals.

SEATTLE, WASHINGTON



DEDICATED FUNDING



Yes.

Sales tax, vehicle registration fees, and property tax.

INITIAL DEDICATED FUNDING APPROVED

1996

FUNDING ACROSS JURISDICTIONS



Yes.

Through taxing measures, funding is brought in and spread back out throughout the region for transit projects through sub-area equity, which requires a portion of the monies raised to remain in the area from which they were collected. There are five sub-areas within the region.

TWIN CITIES, MINNESOTA



DEDICATED FUNDING



Yes.

Dedicated state funds, motor vehicle sales tax, and county sales tax.

INITIAL DEDICATED FUNDING APPROVED

1967

FUNDING ACROSS JURISDICTIONS



Yes.

Transit throughout the Metropolitan Council district is largely dependent on dedicated state funds and a motor vehicle registration fee. The Transportation Authority Board decides how these funds support transit throughout the region.

As the Middle Tennessee region grows, the need for effective and reliable mobility options grows more pressing. Creating more mobility options through transit continues to be one of the top priorities of regional leadership. The Regional Coordination Study revealed that other regions with the same types of partners and relationships have made significant, successful transit investments that benefit their communities today. Middle Tennessee has the tools for successful coordination. The focus needs to remain on developing compelling transportation plans that benefit the region's residents and a continued effort to secure securing dedicated funding to convert the plans to action.

Access the Regional Coordination Study at www.movingforwardmidtn.com

2019 MOBILITY PLANS TASK FORCE WORK

The Mobility Plans task force is tasked with providing the business perspective to the region's plans and projects; creating opportunities to provide project/topic specific information to business and community leaders; and aiding business and community leaders in amplifying mobility messages throughout the community.

Throughout the year the Mobility Plans task force focused on regional transit and transportation plans, products, and engagement opportunities with public sector partners, focusing heavily on Moving Forward's goal of "advocat[ing] for near-term projects to improve mobility." With this goal in mind, as well as Moving Forward's goal to "update the Nashville Area MPO 2045 regional transportation plan in 2021" and to "update the WeGo strategic plan (*nMotion*) in 2022," the Mobility Plans task force focused heavily on local and regional near-term and long-term planning efforts. The task force reviewed and discussed topics such as the Greater Nashville Regional Council's Unified Transportation Plan update, Metro Public Work's Downtown Mobility Study, Nashville Connector, WeGo's Better Bus and specific corridor projects such as Dickerson Road and the South Corridor Study. Task force members had the opportunity to hear about these planning efforts, educate and verse themselves on the projects and brought their business perspective and feedback directly to the public agency partner. This valuable interaction also encouraged task force members to bring what they learned in these meetings out to their constituents and circles of influence.

Leading up to the implementation of WeGo's 2019 service and fare changes, the Mobility Plans task force hosted WeGo staff to explain the proposed and ultimately adopted service changes, ahead of their rollout of Better Bus. The task force also had opportunities to hear from Michael Skipper, Executive Director of GNRC, about the upcoming planning efforts around the Unified Transportation Plan and its ***Solve This Together initiative*** and process.

Rounding out the year, the Mobility Plans task force had the opportunity to again hear from Steve Bland and WeGo staff about the Better Bus system plans and phased system improvements through the lens of Metro Nashville's budget process. This discussion focused on near-term and long-term improvements, keeping a mindful eye on what WeGo would need financially to implement this plan while also recognizing local financial challenges.

The Transit Alliance of Middle Tennessee has been an active partner to Moving Forward in past years and this year was no different. Transit Alliance leadership and staff participated in monthly task force meetings as well as provided input during the Policy Task Force Regional Coordination Study. They also presented to informational sessions to Moving Forward in which task force members had the opportunity to learn how transit and transportation funding was provided at the federal level and how those funds are eventually dispersed at the state and local levels. During the beginning of 2020, the Transit Alliance Board invited Moving Forward staff to present and discuss the recently released Regional Coordination Study, which provided a beneficial platform to inform elected and community leaders about the original and reliable research around transit that Moving Forward has become known for.

WHAT'S NEXT FOR MOVING FORWARD

In light of current challenges and concerns resulting from the COVID-19 outbreak, Moving Forward leadership has considered how to best serve the region while still focusing on and providing engagement opportunities around regional transportation and mobility solutions. Moving Forward's strength lies in engaging and educating business leaders on mobility, providing original research, convening groups and stakeholders, and providing a barometer on public sector actions around transit.

In the coming months Moving Forward will join the Mobility Policy and Mobility Plans task forces together to form a joint task force for the purpose of hosting a series of presentations, open to Moving Forward members and the larger business community. This series of presentations will focus on the current state of transportation and mobility, and will feature guests from the federal, state, regional, and Metro levels. During this time, Moving Forward will also continue to convene partners and stakeholders around relevant topics such as curb access management and other topics that impact mobility throughout the region.

Moving Forward champions transportation and transit that connects the entire Middle Tennessee region to provide mobility options to its residents as well as connecting residents to economic opportunity and education. We need to encourage innovative, short-term solutions and ideas from our private sector and public agencies. The focus still remains on the need of a comprehensive transportation plan, but also dedicated funding sources to support those plans.

Moving Forward will continue to convene, discuss, and present ideas on how to best achieve our transportation goals in Middle Tennessee. Throughout these efforts the growing need for diversity of voice is a top priority to achieve transit success, and we encourage you or others around you to become engaged in the conversation around transit and mobility options for all.

ACKNOWLEDGEMENTS

Moving Forward would once again like to thank the leadership and staff of the public agencies charged with implementing transportation policy for their time, expertise and collaborative spirit. Steve Bland and WeGo staff, as well as TDOT staff were all accessible and willing to work with our task forces. Michael Skipper and GNRC staff also provided valuable expertise through task force presentations. We would like to thank Faye DiMassimo, Fabian Bedne, Mary Beth Ikard, and Eric Brown in the Nashville mayor's office, all of whom also served as a resource to our work at various points in the year.

Our task force research throughout the year would have been impossible without our peers throughout the country that provide valuable information that culminated in the Regional Coordination Report.

We would also like to give our appreciation to all Moving Forward task force members for volunteering their time and valuable expertise throughout the year. We look forward to continuing our work together as we focus on transit and mobility solutions for our region.

MOBILITY PLANS TASK FORCE

JUDY CUMMINGS

New Covenant Christian Church
CHAIR

DIANA ARAGON-IAFORNARO

Lamar

PHIL COBUCCI

BAM! Social Business

KEVIN CLAVIN

Urban Housing Solutions

DOUG DELANEY

WSP

RICK FORBERG

SUZIE GODLEWSKI

Spin

BRIAN HALL

AECOM

WILLI HONEGGER

Vanderbilt University

DR. CURTIS JOHNSON

Tennessee State University

JUSTIN LOWE

Centric Architecture

KAT MARSH

AllianceBernstein

SCOTT MORTON

Smith Gee Studios

VALERI OTEY-NELLIS

Neighbor 2 Neighbor

CELESTE PATTERSON

H.G. Hill Realty Company

JOHN ROWLEY

CounterPoint Messaging

SCOTT TROXEL

Greater Nashville REALTORS

MARK WASHING

Barge Design Solutions

WHITNEY WILLIAMS

Lendlease

ERIN HAFKENSCHIEL

Vanderbilt University
VICE CHAIR

JEANETTE BARKER

Nashville Downtown Partnership

DENISE COSTANZA

American Heart Association

LARRY CRANCH

AllianceBernstein

BOB DUTHIE

Duthie Learning

ELLEN GOTTSCHLING

Spin

RICHARD GRANDT

STG Design

TONY HOLT

Cushion Employment Services

LIZA JOFFRION

CDM Smith

ALISON LETCHER

Belmont University

ANDY LUCYSHYN

Gresham Smith

PHILIP MCGOWAN

DVL Seigenthaler/Finn Partners

BEN OLIN

Noelle

NICHOLAS PAPARO

Spin

CRYSTAL ROBERTS

Elliott Davis

TOM STUMB

Truxton Trust

TOM TURNER

Nashville Downtown Partnership

JESSICA WILLIAMS

MOBILITY POLICY TASK FORCE

GREG BAILEY

Finley + Bailey Strategic Communications
CHAIR

RYAN ADCOCK

Greater Nashville REALTORS

JEANETTE BARKER

Nashville Downtown Partnership

LYNN BLAKE

PSA NORTH AMERICA

MARK CLEVELAND

Hytch

DAVID CRIFE

BETHANY DAVIS

Director of Marketing and Strategic Content

AMANDA FOSTER

Franklin Penn Realty Services

SUZIE GODLEWSKI

Spin

RICHARD GRANDT

STG Design

TANISHA HALL

Fairpointe Planning

SHELLY HAZLE

Cumberland Region Tomorrow/ GNRC

TOM LAMPE

Messer

SARAH MCCALL

Women for Tennessee's Future

ALLISON PLATTSMIER

JIM REGNIER

BKD

JARRON SPRINGER

Greater Nashville REALTORS

TOM TRENT

Bradley

BRAD WINKLER

WSP

AL PRAMUK

Gresham Smith
VICE CHAIR

DIANA ARAGON-IAFORNARO

Lamar

ALYSON BENNETT

GBI | Knoll Dealer

SCOTT CARROLL

Barge Design Solutions

ED COLE

RTA Board

JESSICA DAUPHIN

Transit Alliance of Middle Tennessee

RICK FORBERG

HUNTER GEE

Smith Gee Studio

ELLEN GOTTSCHLING

Spin

PETE GRIFFIN

Musicians on Call

ROBBIE HAYES

HNTB Corporation

MERIDITH KREBS

Kimley-Horn

MATTHEW LONG

WSP

VALERI OTEY-NELIS

Neighbor 2 Neighbor

NICHOLAS PAPARO

Spin

MATTHEW SCANLAN

VUMC

ANDREW TERRELL

Greater Nashville REALTORS

TOM TURNER

Nashville Downtown Partnership

RESEARCH GUESTS

DOUG HOOKER

Executive Director
Atlanta Regional Commission
ATLANTA, GA

DAVE GENOVA

CEO
Denver Regional Transit District
DENVER, CO

AMY VENNEWITZ

Deputy Director of Transportation Services
Metropolitan Council
MINNEAPOLIS-ST. PAUL, MN

JOSH BROWN

Executive Director
Puget Sound Regional Council
SEATTLE, WA

TAIWO JAIYEGBA

Assistant City Manager
City of Charlotte, NC
CHARLOTTE, NC

MARK FISHER

Chief Policy Officer
Indy Chamber
INDIANAPOLIS, IN

DAVID HOWARD

Chief Deputy Secretary
North Carolina Department of Transportation
CHARLOTTE, NC

JOE MILAZZO

Executive Director
Regional Transportation Alliance
RALEIGH, NC