



Appendix C

Stakeholder Engagement Analysis of Findings Report

Capital – Alamo Connections Study

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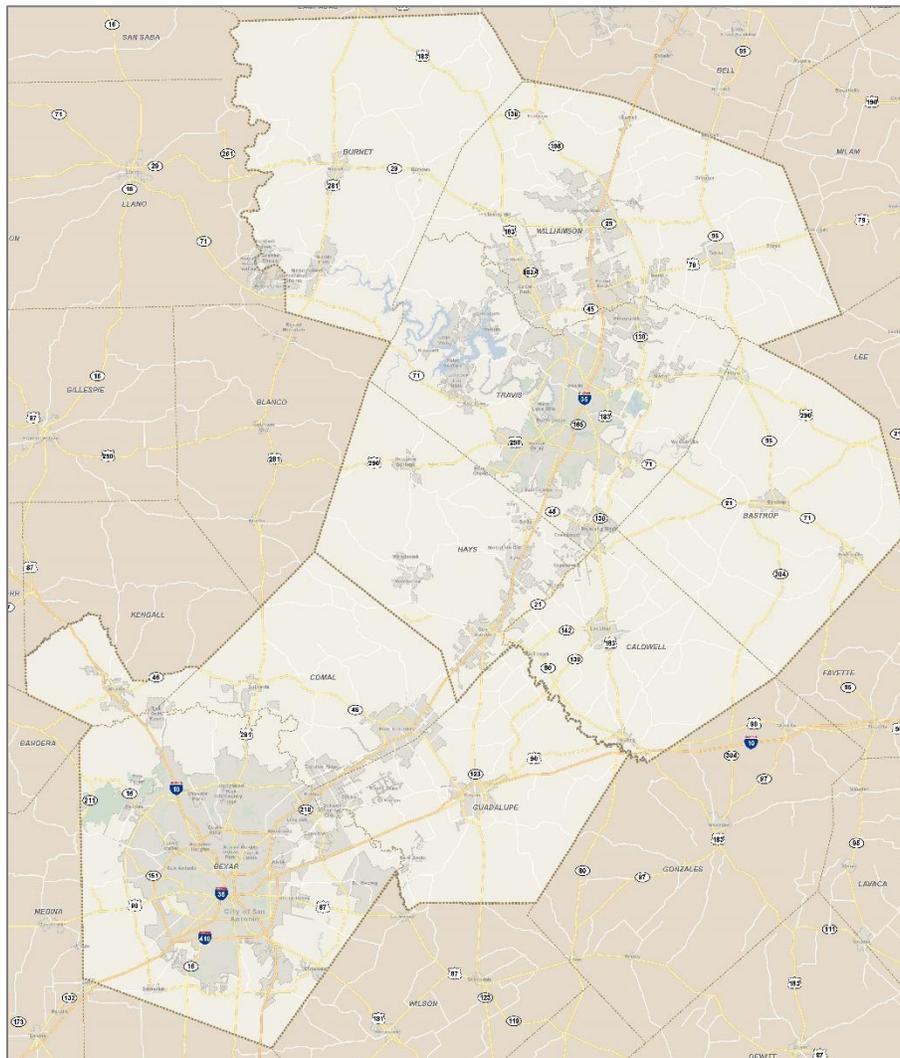
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1 Goals of Stakeholder Outreach

1.1 Goals

Stakeholder outreach is a key component of the Capital-Alamo Connections Study (Study). The Study team is seeking input from stakeholders in developing a regional strategy for mobility improvements within a 12-county area between the greater Austin-San Antonio regions. Stakeholders will help the team to understand needs and challenges in the Study Area; help develop potential solutions within the infrastructure, policy, and technology arenas; and provide input on the physical, financial, and political feasibility of potential recommendations. This report outlines the Study's approach to stakeholder involvement, and a summary of key findings from the outreach process. **Figure 1** below depicts the Study Area.

Figure 1. Capital Alamo-Connections Study Area



1.2 Agency Partners

The Study is a joint effort between the Texas Department of Transportation (TxDOT), the Alamo Area Metropolitan Planning Organization (AAMPO), and the Capital Area Metropolitan Planning Organization (CAMPO).

TxDOT is the central authority for overseeing roadways, aviation, rail, and public transportation in Texas. TxDOT provides overall management and funding for the Study.

AAMPO is the Metropolitan Planning Organization (MPO) for the San Antonio region, including Bexar, Comal, Guadalupe, and a portion of Kendall Counties. MPOs are regional agencies tasked with overseeing transportation planning and the allocation of federal transportation funding to areas with populations greater than 50,000.

CAMPO is the MPO for the greater Austin region, including Bastrop, Burnet, Caldwell, Hays, Travis, and Williamson Counties.

Together, the three agencies identified key stakeholders to engage in the Study.

1.3 Stakeholders

TxDOT, AAMPO and CAMPO identified a wide range of stakeholders to participate in the process and shape the final strategies identified to improve mobility in the Study area. Input was sought from all 12 counties. The effort aimed at including infrastructure, technology, and policy experts who would help the team to develop a well-rounded set of proposed mobility improvements.

Key stakeholders for the Study include:

- County officials from Bastrop, Bexar, Blanco, Burnet, Caldwell, Comal, Guadalupe, Hays, Kendall, Travis, Williamson and Wilson Counties.
- City officials from key cities within the Study Area.
- Regional Mobility Authorities (Alamo RMA, Central Texas RMA).
- Public transit providers including Capital Metro, VIA Metropolitan Transit, Capital Area Rural Transportation System (CARTS), and Alamo Regional Transit (ART).
- TxDOT Districts (Austin, San Antonio).
- Private sector entities with technical or policy expertise.

Standing MPO committees formed the core of the outreach process. AAMPO and CAMPO were guided by stakeholders from across the Austin-San Antonio region, providing direction on transportation planning, policy and funding matters. Members of these groups have considerable transportation influence, as well as existing connections to each agency. As such, they are a natural starting place for stakeholder outreach.

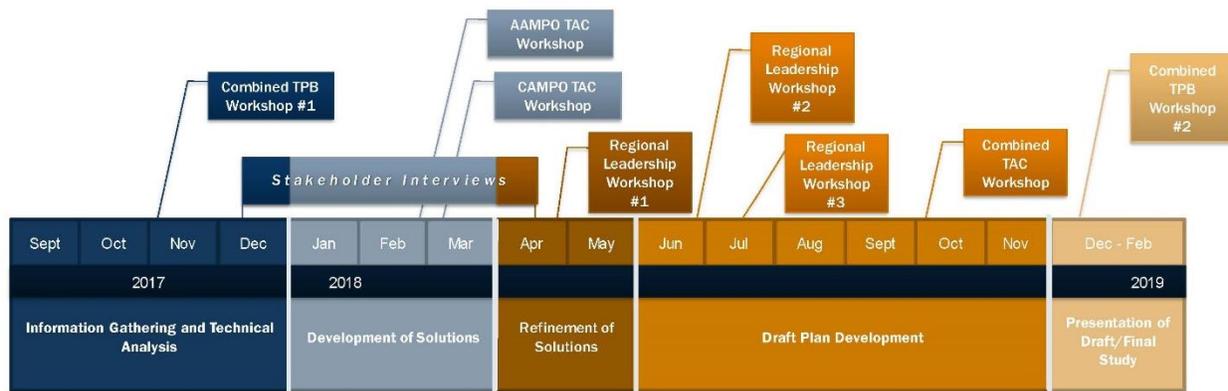
MPO Transportation Policy Boards: Both AAMPO and CAMPO are governed by their respective Transportation Policy Boards (TPBs), which are comprised of elected officials and other transportation decision makers across the regions. TPB members are key stakeholders for the Study, due to their high level of influence, knowledge on transportation issues, and existing connection to the MPOs.

MPO Technical Advisory Committees: Technical Advisory Committee (TAC) members advise the AAMPO and CAMPO Policy Boards, and include high-level technical staff from cities,

counties, transit agencies, TxDOT, and other transportation interests. TAC members bring valuable on-the-ground information on current plans, unmet needs, trends, and issues key to their organizations.

Overall, the Study team has received input from over 30 organizations within the Study Area, which provided valuable insight into the priorities and coordination efforts among stakeholders. More information is available in Sections 3 and 4, Workshops and Stakeholder Interviews respectively. A schedule showing the development of the Study with key committee and stakeholder involvement is shown in **Figure 2**.

Figure 2. Committee and Stakeholder Outreach Schedule



2 Involvement Strategies

The Study team utilized a variety of outreach methods to communicate with stakeholders, including online and printed materials, workshops, updates, and one-on-one stakeholder meetings.

2.1 Publications and Document Availability

2.1.1 Webpage¹

The project has a dedicated website on [txdot.gov](https://www.txdot.gov), keyword search “Capital-Alamo Connections Study”. The website includes:

- Information about the background and purpose of the Study; and
- Expected outcomes of the Study;
- Additional Study information and resources, including maps, documents, and meeting summaries.

Information on the webpage has been updated at key milestones throughout the process.

2.1.2 Print

Multiple printed documents have been distributed to members of the 30+ organizations, including:

- Data analysis summaries;

¹ <https://www.txdot.gov/inside-txdot/projects/studies/statewide/capital-alamo-connections.html>

- Maps; and
- PowerPoint presentations discussing Study progress and stakeholder involvement.

The project team developed large-format maps for use during one-on-one stakeholder meetings, allowing participants to geographically identify current plans, future plans, or gaps in the transportation network. Stakeholders were provided copies of recent data analysis materials and project background for their review.

2.1.3 Targeted Updates to Key Stakeholders

Over the course of the Study, materials were developed as targeted updates for stakeholders on Study progress. These included:

- “Prezi” overview of proposed technology options; and
- Multi-page pamphlets with consolidated travel data and analysis.

2.2 Meetings

2.2.1 Technical Advisory Committees (TACs)

TxDOT provided the Executive Directors of the two MPOs, AAMPO and CAMPO, regular informal updates on the progress of the Study they could present at their TAC meetings at key milestones. Representatives from TxDOT attended and presented to the TACs throughout the process as requested and gathered feedback from the TAC members on process, approach, outcomes and project timing. The TACs served as the primary conduit for input and feedback on the Study as technical representatives of these regional planning bodies. In this way, they contributed substantially to the final product.

2.2.2 Transportation Policy Boards (TPB)

Executive Directors of the two MPOs provided an update on the progress of the Study at their TPB meetings at key milestones. The respective policy boards served in an agency partner role, guiding the process and approach and engaging in the Study to ensure it met the project objectives. During regular policy board updates, the project team received input and guidance from the TPB on how to most effectively advance the effort and support to address regional mobility challenges.

3 Workshops

3.1 Combined Transportation Policy Board – Project Initiation Workshop Summary

The Study team hosted a joint workshop for members of both AAMPO and CAMPO's TPB members. The workshop was held at the New Braunfels Civic Center on November 1, 2017. The intent of the workshop was to present an overview of the Study; receive input on transportation needs and challenges; and begin the discussion on infrastructure, policy, and technology implications within the two regions.

The former TxDOT Director of Project Planning and Development, Lauren Garduño and Corridor Planning Director at that time, Roger Beall delivered an introduction and brief presentation on Study progress to date. Mr. Beall reviewed current and forecasted growth rates and travel demand for the Austin and San Antonio regions; demographics; traffic congestion and travel times along I-35; and freight needs. Attendees were then invited to participate in exercises to solicit input on needs and challenges.

Exercise 1: Discussion on Long-Range Vision. At the beginning of the workshop, each board member was asked to fill out a survey asking the following questions:

- a) What do you consider to be the main transportation problems for your region?
- b) What would you like to see your region become in the next 25 years?

The Study team used Board member responses to develop word clouds unique to each region. Next, board members were encouraged to share their responses with the group, providing additional ideas and thoughts to create a joint word cloud for both regions. Top concerns identified during this exercise regarding current transportation problems included:

- Lack of transportation options (including limited mode choices – lack of transit).
- Lack of political will, which hinders project development and coordination within and between regions.
- Lack of coordination between land use and transportation.
- Congestion and delay along Interstate-35 (I-35).
- Lack of funding and need for improved/alternative funding strategies.

When discussing goals for the future, top priorities included:

- Increasing multimodal transportation options.
- Improving freight management.
- Integrating new technologies.
- Maximizing use of existing transportation resources/right-of-way.
- Considering environmental implications of future development/transportation options.

Exercise 2: Discussion on Regional Needs and Challenges. Next, the group moved to a round-table discussion about the needs and challenges facing each region in terms of infrastructure, policy and technology. After each table completed discussion on the three main themes, facilitators reported out the highlights of the discussion, including:

- **Infrastructure:** Board members focused on maximizing utilization of existing facilities and discussed the lack of east-west connectivity in the region. They recommended separating freight from passenger travel and recognized that innovative technologies could help to optimize construction, operation, maintenance, and infrastructure management. Multimodal transportation options, such as accessible and convenient transit services, were also goal areas for many board members.
- **Policy:** Discussion centered on policy needs and challenges which encouraged development of multimodal options (shifting away from private automobile use), as well as policies which allowed for additional/more flexible funding streams. Board members recognized the need for coordinated land use and transportation planning at a regional level, and they emphasized the importance of early right-of-way acquisition by appropriate agencies along major facilities for future improvements. They noted the difficulty of long-term transportation planning when state and federal transportation policies and priorities frequently change (e.g. tolling).
- **Technology:** Board members discussed their excitement about new technologies and other innovations in the transportation field; however, they cautioned against expecting technology to solve a majority of the region’s mobility challenges. Many attendees felt they were not fully informed on technologies under development and stressed the need for case studies and “lessons learned” from implementation in other regions. The team noted that technology companies are part of the Study’s stakeholder outreach process.

Following closing remarks, Lauren Garduño mentioned future workshops and regular opportunities for board members to stay engaged and provide input, including contact information for each MPO and TxDOT.

3.2 Technical Advisory Committee (TAC) Workshops

In late February/early March 2018, the Study team hosted workshops for members of AAMPO and CAMPO’s Technical Advisory Committees. The workshops were held separately but contained the same content and activities. Project team members were then able to assess similarities and differences between the input received from the groups.

Regarding technology, both TACs generally placed higher importance on Integrated Corridor Management (ICM) and Transit-related solutions, less importance on technologies emerging from the private sector and had differing views on automated and connected vehicle innovations. The AAMPO TAC showed more interest in infrastructure for connected vehicles, while the CAMPO TAC showed greater interest in autonomous modes.

Related more specifically to infrastructure, both groups identified better connectivity between the I-35 and I-10 Corridors that could allow through-freight to travel away from congested urban areas. While this was a common theme, AAMPO TAC members focused on SH 46 (north) and Loop 1604 (south) as ways to get around San Antonio, while CAMPO TAC members addressed US 183 as a possible connector to get around Austin. Similarly, both groups identified a need for long-distance transit using dedicated lanes, including managed lanes on

I-35. In this case, AAMPO TAC discussed using buses and Park-and-Rides for serving the entire corridor between Austin and San Antonio, while CAMPO TAC discussed identifying bus and rail solutions making intercity connections within their region. Both groups also identified a need for better connectivity to SH 130 via New Braunfels and San Marcos.

In the realm of policy, both groups expressed value in formalizing regional thoroughfare planning and corridor preservation, improving regional coordination and broader authority for land use regulation and planning, and discouraged limiting funding sources to specific modes, supporting the establishment of a State policy on tolling. More detail on individual outcomes can be found in the workshop summaries below.

[3.2.1 AAMPO Technical Advisory Committee – Workshop Summary](#)

The AAMPO TAC workshop was held on February 23, 2018, at the TxDOT San Antonio District Office (the TAC’s regular meeting space). Following introductions, TAC Chair Jonathan Bean and Roger Beall provided opening remarks. Project team members delivered an overview of stakeholder outreach to date and emphasized the need for a broad, high-level perspective during the discussion portion. They also discussed data on regional travel movements gleaned from StreetLight data sources², which revealed a large proportion of short passenger trips along I-35 (freight vehicles make longer trips).

Exercise 1: Technology Preference. TAC members were asked to rank their preferences for existing or emerging technologies based on their appropriateness for the Study Area. Team members directed the TAC to a large sheet showing a description of each technology option and an initial ranking of the option’s potential for capacity enhancements, availability for implementation, difficulty of permitting or construction, compatibility with other technologies, and financial feasibility. Attendees were each given an equal amount of dot stickers to place on the technologies they preferred. Results from the exercise (**Table 1**) show a strong preference for ICM as well as mass transit improvements, including implementing commuter rail. Emerging technologies such as hyperloop or delivery drones generated less interest. Final tallies are shown below.

² https://www.streetlightdata.com/?streetlightdata_com

Table 1. Results from Exercise 1 at AAMPO TAC Workshop

Technology	Votes
ICM	21
Commuter Rail	15
Improve Transit	16
Intercity Bus	10
Shared-Use Modes	9
CV Infrastructure	8
Truck Platooning	4
High Speed Rail	3
AV Infrastructure	2
Freight Shuttle	2
Driverless Shuttles	1
Delivery Drones	1
Hyperloop	0

Exercise 2: Infrastructure Micro-Charrette. Project team members rolled out large-format maps showing the entire Study region. TAC members broke into two groups to discuss existing and planned projects in both the AAMPO and CAMPO regions and identified additional opportunities to improve mobility between the two urbanized areas. The attendees were provided with markers and sticky notes to add their ideas to the maps.

Key ideas from the discussion included:

- The possibility of managed lanes (perhaps including automated/connected vehicles and/or freight prioritization) along I-35.
- A truck bypass connecting I-10 on both sides of San Antonio, possibly via SH 46.
- New or expanded high-capacity corridors along I-35 and US 281, possibly with a long-distance transit focus including Park-and-Ride and intermodal stations.
- Expanded transportation options between I-35 and I-10 and between LP 1604 and SH 46.
- Improved connectivity between the I-10/SH 123/SH 130 corridors east of San Antonio
- Regarding the CAMPO region, TAC members suggested a possible loop facility west of Austin and high-capacity transit corridors along MoPac. They also emphasized improving connectivity between Austin and San Antonio using the US 281 and US 290 corridors.

Exercise 3: Circles and Soup (Policy Considerations). After a short break, TAC members moved on to discuss policy needs in the Study Area, and the level of involvement the MPO organizations have in addressing those needs. TAC members wrote suggested policy changes on sticky notes and placed them in one of three categories below – policies over which the region’s MPO and member organizations have control; policies which the region can influence; and policies which are outside of the region’s field of action.

Policies which the region can help move forward:

- Implementing campaigns to improve the transportation knowledge of local decision makers and citizens.
- Increasing regional cooperation.
- Fully utilizing impact fees and other funding sources.
- Updating local thoroughfare plans to meet regional needs.
- Considering alternative routes to congested roadways.

Policies which the region can influence but does not directly control:

- Encouraging the implementation of mobility projects with user-based fees (including regional toll policy).
- Modifying existing land use and development regulations to support regional connectivity.
- Partnering with appropriate entities for funding and construction of grade-separated rail crossings

Policies which are outside of the region's field of action:

- Federal funding policies.
- Reducing/streamlining environmental regulations for transportation projects.
- Increasing fuel taxes or finding alternatives to fuel taxes (e.g. VMT tax).
- Legislation allowing flexibility in funding allocations for transportation modes.
- Legislation to better address land use planning and zoning issues.

After a brief update on stakeholder interviews held to date, Roger Beall closed the workshop by providing a draft schedule of upcoming activities.

[3.2.2 CAMPO Technical Advisory Committee – Workshop Summary](#)

The CAMPO TAC workshop was held on March 5, 2018 at the CTRMA Board Room (the TAC's regular meeting space). Following introductions, TAC Chair Ed Polasek and Roger Beall provided opening remarks. Project team members delivered the same overview of stakeholder outreach to date, regional travel movements, and need for high-level perspectives as was provided for the AAMPO workshop.

Exercise 1: Technology Preference. TAC members were presented with the overview of technology options and asked to select their preferences with dot stickers. Attendees were each given an equal amount of dot stickers to place on the technologies they selected. Results were similar to the AAMPO workshop (**Table 2**); participants showed a strong preference for ICM and mass transit improvements, including commuter rail. Final tallies are shown below.

Table 2. Results from Exercise 1 at CAMPO TAC Workshop

Technology	Votes
ICM	16
Commuter Rail	18
Improve Transit	17
Intercity Bus	12
Shared-Use Modes	9
CV Infrastructure	3
AV Infrastructure	9
Driverless Shuttles	10
Truck Platooning	6
Freight Shuttle	6
High Speed Rail	3
Delivery Drones	0
Hyperloop	0

Exercise 2: Infrastructure Micro-Charrette. Using large-format maps of both the AAMPO and CAMPO regions, TAC members formed into two groups to discuss existing and planned projects in both regions and identified additional opportunities to improve mobility.

Key ideas from the discussion included:

- Amtrak or other commuter rail service along the existing Union Pacific corridor.
- Opportunities for intercity bus service.
- New commuter rail service along existing rail alignments, such as connections between Austin and Elgin, Taylor, and Marble Falls.
- Other high-capacity transit routes.
- Managed lanes along I-35 for express/autonomous buses.
- Opportunities for new controlled-access roadway facilities.
- Expansion and/or extensions of existing facilities.
- Improvements and new alignments within the San Marcos area and connecting to cities to the north, including a bypass to the west of I-35.
- For the AAMPO region, suggestions included new corridors between I-10 and I-35 (including a bypass around Luling) and a truck relief route for I-10 around San Antonio, possibly following SH 46.

Exercise 3: Circles and Soup (Policy Considerations). TAC members then moved on to the discussion of policy needs in the Study Area, and the level of involvement the MPO organizations can have in addressing those needs. Comments included:

Policies which the region can help move forward:

- Improving land use regulations to support transit use, such as reducing parking requirements, increasing densities, and improving subdivision regulations to encourage connectivity.
- Finding alternative funding strategies for transportation improvements.
- Implementing transportation demand management policies, programs and projects.
- Increasing emphasis on corridor preservation.

Policies which the region can influence but does not directly control:

- Providing regional support for Amtrak efforts to expand service, and managed lanes on I-35.
- Developing a policy framework for emerging technologies.
- Granting counties increased land use regulation authority.
- Corridor preservation between adjacent jurisdictions.
- Increasing funding flexibility to support multimodal transportation improvements.

Policies which are outside of the region’s field of action:

- Legislation allowing flexibility in funding allocations for transportation modes.
- State policy on tolling.
- Reducing/streamlining environmental or regulations for transportation projects.
- Regional land use planning authority.

After a brief update on stakeholder interviews held to date, Roger Beall closed the workshop by providing a draft schedule of upcoming activities.

3.3 Regional Leadership Workshops

3.3.1 Workshop #1 Summary

The project team held a Regional Leadership Workshop on April 30, 2018, at the New Braunfels Civic Center. The workshop brought together TxDOT, AAMPO, and CAMPO leaders (including the chairs of both TPBs) to discuss next steps in the Study process. TxDOT and the consultant team presented an overview of progress to date, including stakeholder outreach, data collection and findings, and the input collected from the TAC workshops held in February and March of 2018. Workshop attendees were encouraged to discuss the process to date, and provide input on potential infrastructure, policy, and technology recommendations.

Group discussion focused on several key topics which informed the development of final project recommendations, particularly those which have served as political “hot-button” issues within recent years. Workshop attendees provided their thoughts on:

- Tolling (along with other potential uses of managed lanes).
- Rail or other high-capacity transportation between the Austin and San Antonio regions.
- Land use policy.
- Next steps on developing and presenting the plan to the Texas Transportation Commission (TTC).

The project team agreed to develop and flesh out key aspects of the plan for further review with the leadership group and TTC Chairman, then revisit the findings with TAC members in a joint meeting in summer 2018.

3.3.2 Workshop #2 Summary

The project team held the second Regional Leadership Workshop on June 29, 2018 at the New Braunfels Civic Center. As with the prior workshop, this workshop brought together project agency stakeholders including TxDOT, AAMPO, and CAMPO leaders (including the chairs of both TPBs) to discuss next steps in the Study process. TxDOT and the consultant team presented on progress to date which included a review of the study presentation, strategy groups and details, draft report, and next steps for returning to the CAMPO and AAMPO TACs and TPBs.

Group discussion was focused on the recommendations that were included in the draft report and the prioritization of these recommendations. Workshop attendees provided their thoughts on:

- Ensuring the presentation and draft report provide the background, data and process to give context to the recommendation and frame the study correctly.
- Identify what strategies are already in the MPO plans vs. new ideas in the list of strategies.
- Taking a broader look with the arterial strategies to indicate general corridors that would be beneficial since both MPOs are currently working on arterial plans.
- Simplifying the descriptions of the strategy details and renaming them tactics.
- Next steps on presenting the plan to the TTC Chairman.

3.3.3 Workshop #3 Summary

The project team completed the Regional Leadership Workshop series with a third and final discussion on July 30, 2018 at the New Braunfels Civic Center. To ensure consistency, the workshop included the same stakeholders that had been invited to the prior two workshops, TxDOT, AAMPO, and CAMPO leadership, including both chairs of the TPBs. The objectives for this last event were to:

- provide a summary of the changes made as requested in the prior Leadership Workshop
- highlight the key messages for the presentation to the TTC Chairman
- layout a high-level schedule, approach and key messages to advance the project through the respective TAC and TPBs.

3.4 Combined Technical Advisory Committee – Workshop Summary

The project team held a joint TAC workshop on October 2, 2018 at the San Marcos Activity Center. The meeting was held from 10am to 12pm at a location in between Austin and San Antonio to encourage attendance. The Executive Directors of the respective MPOs kicked off the workshop with an overview of the workshop objectives setting the tone for collaboration at the technical level. The meeting was well attended by representatives of both TACs. TAC

attendees chose their seating on a first come, first served basis according to their topic of interest. The consultant team then facilitated a discussion of each strategy and its associated timing. The attendees were actively engaged in discussing and debating each topic and associated strategy. They brought their knowledge and expertise to the table discussions with specific thoughts and ideas that were incorporated into the recommendations. The recommendations from this workshop were then presented to the TPB Workshop on December 5, 2018 for input and further refinement. The approach was well received by the attendees and demonstrated the value of regular coordination between our communities.

3.5 Combined Transportation Policy Board – Project Conclusion Workshop Summary

The project team held a second Joint Transportation Policy Board meeting on December 5, 2018, at the New Braunfels Civic Center to conclude the Study and gather final thoughts from the respective policy boards. The workshop brought together TxDOT, AAMPO, and CAMPO leaders to discuss next steps in the Study process. TxDOT and the consultant team presented an overview of progress to date, including stakeholder outreach, data collection and findings, and the input collected from the TAC workshops held in April and October 2018. The workshop summarized the key findings and strategies of the draft Study. Workshop participants were asked to provide input on draft infrastructure, policy, and technology strategies and the prioritization of these strategies by participating in one of four smaller workshop group discussions.

The strategies were organized into five main topic areas (**Table 3**) under the Technology, Policy and Infrastructure focus areas. Each topic included a series of short-, mid-, and long-term strategies that were developed in a way that is consistent with transportation plans from each MPO and local jurisdictions within the Study Area. Input on the development of these strategies also came from the prior workshops with TPB and TAC, as well as feedback from the stakeholder interviews discussed in Section 4.

A total of 60 short-, mid-, and long-term strategies were divided into the five topic areas in **Table 3**. Each of the four groups focused on strategies under a single topic area at a time, then were asked to use dot stickers to illustrate how they would prioritize short-term, followed by mid-term, then long-term strategies related to each topic. In the end, tallies of priorities under each topic area were combined across all four groups.

Table 3. Definitions of Strategy Topic Areas and Outcomes from Workshop #7

Strategy Topic Areas	Definitions and Outcomes
Regional Coordination	<p><i>Strategies that promote the efficient use of local resources, creating consistent transportation solutions, and maximizing the strengths of existing agencies.</i></p> <ul style="list-style-type: none"> • Building a bi-regional travel demand model and aligning objectives and performance measures for bi-regional mobility and connectivity is a priority. • Some concern over being able to accomplish those in the short-term. • General consensus to formalize bi-regional coordination of planning and policy development.
ITS & ICM	<p><i>Strategies that provide guidance on making more efficient use of current transportation infrastructure to make travel more reliable through coordinated, multijurisdictional operations that are adaptable to emerging technologies.</i></p> <ul style="list-style-type: none"> • Short-term priority to understand all the systems that are in place and how they are related before starting to integrate systems. • Establish clear procedures for how corridor management is coordinated across both regions.
Modal Options	<p><i>Strategies that focus on advancing alternative travel modes for local and interregional mobility of people and freight.</i></p> <ul style="list-style-type: none"> • Generally, projects that support deployment of interregional transit services were prioritized over ways to improve the movement of freight. • Consensus over the need for more regular regional intercity transit services.
Priority Corridors	<p><i>Strategies that focus on improving local and interregional travel safety and mobility along I-35 and US 281.</i></p> <ul style="list-style-type: none"> • Main priority in the short-term is to address local congestion and safety along I-35 and US 281. • Agreement that in the long-term there will be a need to increase capacity in these corridors. • Less consensus that these strategies should come before those under other topic areas.
Arterials	<p><i>Strategies that focus on advancing alternatives to I-35 for local movement and routing within the corridor, especially in the event of an incident on I-35.</i></p> <ul style="list-style-type: none"> • General support for an interregional relief arterial network and coordinating between localities to accomplish this. • Less consensus that these strategies should come before those under other topic areas.

4 Stakeholder Interviews

4.1 Process Overview

Stakeholder interviews for the Study were conducted by the consultant team and TxDOT. Stakeholder Interviews have been conversations with key transportation influencers and decision makers: city managers, commissioners, traffic engineering managers, transportation board members, transit agencies, key peer entities, and technology companies. The purpose is to get their perspective on the primary challenges and opportunities in the Study's three areas of focus, infrastructure, policy, and technology.

The desired outcomes of Stakeholder Interviews were as follows:

- To get an understanding of their primary concerns within the Study Area.
- Obtain feedback on where they might see some opportunity to make meaningful change in the short, mid-term, and long-term timeframes.
- Get specific feedback on how they think infrastructure can be addressed within the Study Area.
- Get a sense of various policy changes or positions that they think could address transportation challenges within the Study Area.
- Understand how they see emerging technology as a solution for transportation in the Study Area.
- Continue to build relationships with stakeholders to ensure they understand TxDOT and the MPOs are listening to their input.

A list of potential stakeholders was developed and remained a working document based on interviews that could be booked given the Study's time-frame. AAMPO preferred to work through the TAC on the front end of the Study and focus stakeholder interviews on those individuals with knowledge and understanding at the project and policy making level at the DOT, MPOs, and cities, and counties. Additional interviews were added as requested by TxDOT or an interviewee, particularly when information could aid with technical analysis for the Study. A complete listing of the stakeholders interviewed for this Study can be found in **Appendix A**.

4.2 Stakeholder Interview Summary

Notes were taken at each meeting and each comment or theme recorded. Comments were then compiled into a database and categorized using the following key in **Table 4**.

Table 4. Definition of Focus Areas and Solution Types

Focus Areas	Definition
Infrastructure	Focus of comment was to build a specific project.
Policy	Focus of comment was to change a policy or procedure, or an approach that should be adopted.
Technology	Focus was to use new software or hardware to provide transportation solutions.
Solution Types	Definition
Affordability	Comment focused on the cost of living related to longer commutes.
Economic Development	Comment focused on land use, growth, jobs, housing, and the impact of transportation investments on the economy.
Environmental	Comment focused on limiting growth through preservation of green space.
Freight	Comment focused on truck or freight rail operations.
Funding/Return on Investment	Comment focused on funding for transportation solutions.
Government's Role	Comment focused on governance and jurisdictional limitations.
Growth	Comment focused generally on growth of population, housing, employment and travel demand.
Highway/Freeway	Comment centered around a TxDOT facility or specific policy that impacts highways.
Local Arterial	Comment focused on increasing arterial road connections.
Local Transit	Comment focused on new or existing metropolitan bus, rail, vanpool, or micro-transit service.
Regional Transit	Comment focused on new or existing regional bus, rail, vanpool, or micro-transit service.
Public Engagement	Comment focused on public dialogue and stakeholder involvement.
Regional Cooperation & Coordination	Comment centered around a TxDOT facility or specific policy that impacts highways.
Safety	Comment related to crashes or design concerns.
Technology	Comment focused on real-time data, fiber optic network across counties, timed lights, etc.
Summaries	Definition
Simple summary statement of comment; solution geared.	

While this compilation of stakeholder comments may not provide a scientific analysis, it does reflect input from decision makers within the region, including public officials and industry experts. This information provides a general outlook for how people in leadership positions are thinking of transportation issues in terms of their impacts and identifies what they are thinking in terms of potential solutions to those issues. It also provides the project team with a sense of what might be politically feasible among the potential solutions identified through the technical analysis. In total, 560 comments were recorded and logged.

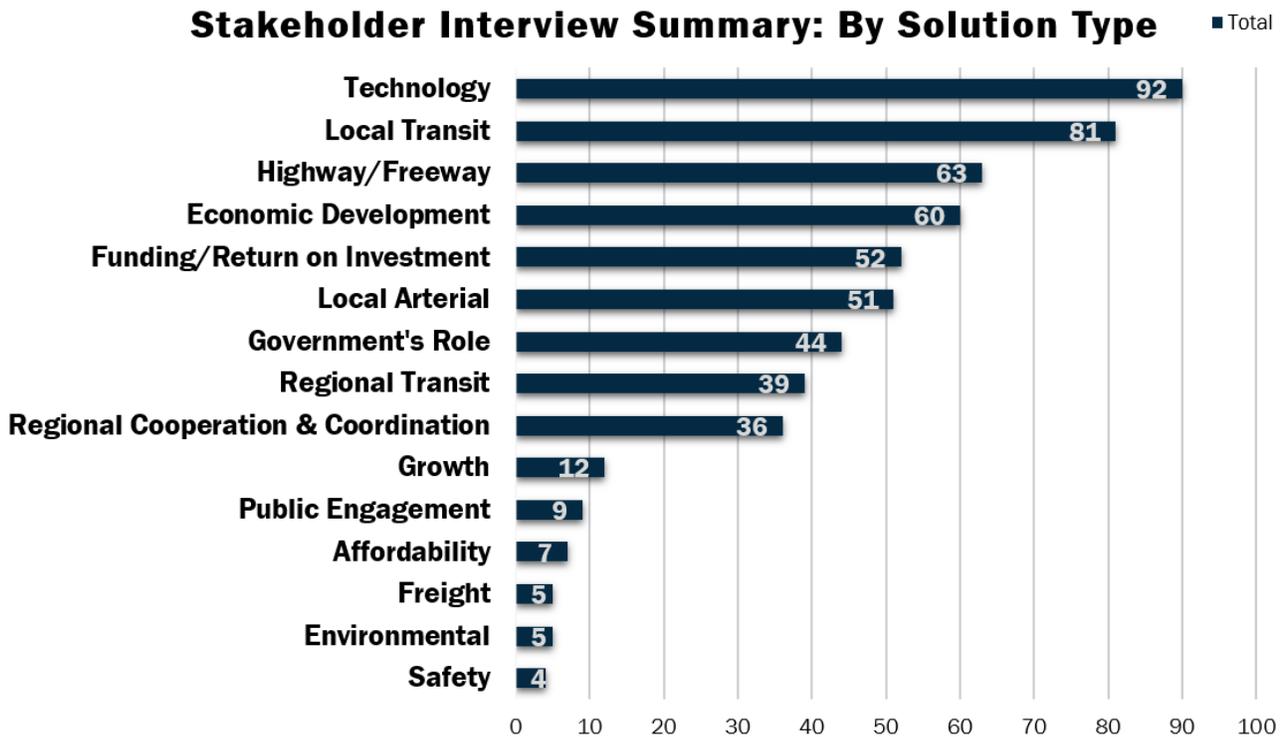
The graph in **Figure 3** indicates that popular topics among many stakeholders included Technology and Local Transit solutions as ways to either manage increasing congestion or address apparent choke points in the transportation network. Technology is a broad solution type covering everything from ITS improvements along major roadways linked to real-time data management, to making the roadway infrastructure compatible with emerging technologies such as autonomous and connected vehicles. This also covered accommodations for a variety of shared mobility options like ride-hailing services or car sharing, as well as telecommuting and general ICM solutions.

Local transit comments primarily addressed general improvements to bus service, dedication of right-of-way for increased transit reliability, coordination of mass transit investment and land use planning, and the use of Park-and-Rides along highways with transit connections to major employment centers. Where local transit comments primarily addressed improving the quality and reliability of transit connectivity in metropolitan areas facilitated by VIA and Capital Metro, regional transit comments covered longer-distance multi-jurisdictional trips, and connections between rural and urban areas that may be provided by CARTS, ART, or a new service provider/service agreement. Bus and rail modes were discussed as potential transit solutions, though each project would have to be studied further to determine the appropriate mode for delivering the service.

Other common topics of discussion included improvements to the highway network and solutions that were directly supportive of economic development. These were particularly common among stakeholders from rural and suburban communities. Highway network solutions ranged from adding capacity and preservation of right-of-way, to making entirely new connections within the network. Economic development comments identified direct impacts of congestion on the economy, and offered suggestions for improving connections between markets, changing specific land development policy and generating public revenue through value capture.

Other major topics of discussion addressed a variety of funding ideas and sources as well as improving local arterial networks. Stakeholders were generally supportive of trying to use all the funding tools available with the understanding that existing sources are limited while demand for greater investment is high. Comments related to improving capacity and connectivity within the local arterial network generally identified an opportunity to create redundancy in the overall transportation network and covered several specific roadway improvements within a stakeholder's respective jurisdiction.

Figure 3. Topics of Solution Type among Interviewed Stakeholders



Regional cooperation was a general topic of discussion among many stakeholders. This did not necessarily focus on one particular entity failing to cooperate with another, but instead acknowledged opportunities for several entities to improve how they communicate, share information and deliver projects. While some solution types such as growth, freight and safety among others did not appear to be as widely discussed, it is true that most of the 560 comments could be categorized under a number of solution types. It is not that these topics were less important, rather, they may be addressed by making systematic changes suggested as part of other solutions covered in the stakeholder discussions.

The findings from this stakeholder involvement provide several ideas from transportation officials and other key decision makers within the Study Area. This is meant to provide support and reference for the technical analysis as well as identify opportunities for follow-up on further information once preliminary recommendations are made. Findings from this engagement effort were shared at the Joint AAMPO/CAMPO TAC Workshop in October 2018 as well as the follow-up Policy Board Briefings.

Appendix A: Completed Stakeholder Interviews

MTG #	DATE	NAME	TITLE	ENTITY
1	Dec. 20, 2017	Gary Hudder	Transportation Director	City of Round Rock
2	Jan. 3, 2018	Gerald Daugherty	Precinct Three Commissioner	Travis County
3	Jan. 4, 2018	Morgan Cotton Steve Manilla Charlie Watts Cathy Stephens Scheleen Walker	Director, Public Works County Executive Travis County Transportation and Natural Resources (TNR), Senior Planner Travis County Transportation and Natural Resources, Senior Planner Long Range Planning Manager	Travis County
4	Jan. 17, 2018	Dale Ross	Mayor	City of Georgetown
5	Jan. 23, 2018	Jacque Thomas Edward Theriot Ken Schawe	County Engineer County Commissioner County Judge	Caldwell County
6	Jan. 24, 2018	Wade Cooper	Chair, Board Member	Capital Metro
7	Jan. 29, 2018	Jeff Travillion	Precinct One Commissioner	Travis County
8	Jan. 29, 2018	Mike Heiligenstein	Executive Director	Central Texas Regional Mobility Authority
9	Jan. 30, 2018	Clara Beckett	County Commissioner	Bastrop County
10	Jan. 30, 2018	Victor Gonzales	Mayor	City of Pflugerville
11	Feb. 7, 2018	John Thomaides Jamie Lee Case	Mayor City Clerk	City of San Marcos
12	Feb. 9, 2018	Clay Smith Brian Buchanan	ATD Director Senior Vice President of Development	VIA Metropolitan Transit

MTG #	DATE	NAME	TITLE	ENTITY
13	Feb. 13, 2018	Todd Hemingson	Executive Vice President Planning & Development at Capital Metro	Capital Metro (CAPMETRO)
14	Feb. 16, 2018	Sarah Eckhardt	County Judge	Travis County
15	Feb. 23, 2018	Steve Adler	Mayor	City of Austin
16	Feb. 28, 2018	Brigid Shea	Precinct 2 Commissioner	Travis County
17	March 2, 2018	Mike Frisbie	City Engineer/Director	City of San Antonio
18	March 5, 2018	Brendon Harrington	Director of Transportation	Google
19	March 8, 2018	Dave Marsh	General Manager	Capital Area Rural Transportation System (CARTS)
20	March 9, 2018	Tom Nuckols	County/District Attorney Div Dir	Travis County
21	March 21, 2018	Diane Rath Sean Scott Ernest Reich Stella Garcia	Executive Director Alamo, Regional Transit Director Constable Pct. 2	Alamo Regional Transit, Alamo Area Council of Governments (ART/AACOG)
22	March 21, 2018	John-Michael Cortez	Assistant to the Mayor. Transportation, CodeNEXT & Affordable Housing	City of Austin
23	April 5, 2018	Jason JonMichael	Director Transportation Department Assistant Director - Smart Mobility at City of Austin	City of Austin
24	April 24, 2018	John Esparza	President & CEO	Texas Trucking Association
25	April 25, 2018	Josh Johnson Steve Dellenback	Director Vice President R&D	Southwest Research Institute
26	April 26, 2018	Zack Bujnoch	Enterprise Sales	Chariot

*The AAMPO TAC, as per direction from the AAMPO Transportation Policy Board, served as the primary contact for the San Antonio region.