

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ADOPTING THE  
REGIONAL TRAVEL OPTIONS 2008-2013  
STRATEGIC PLAN

) RESOLUTION NO. 08-3919  
)  
) Introduced by Chief Operating Officer  
) Michael J. Jordan, with the concurrence of  
) Council President David Bragdon

WHEREAS, Metro adopted the 2035 federal Regional Transportation Plan on December 13, 2007; and

WHEREAS, Goal 3: Expand Transportation Choices, Objective 3.1 calls for the region to achieve targets for increased walking, bicycling, use of transit and shared ride and reduced reliance on the automobile and drive alone trips; and

WHEREAS, Goal 4: Emphasize Effective and Efficient Management of the Transportation System, Objective 4.1 calls for the region to implement strategies that optimize the regional transportation system to enhance mobility, reliability and safety; and

WHEREAS, Goal 6: Promote Environmental Stewardship, Objective 6.2 calls for the region to reduce transportation-related vehicle emissions to improve air quality so that as growth occurs, the view of the Cascades and the Coast Range from within the region are maintained and greenhouse gas emissions are reduced; and

WHEREAS, the Regional Travel Options Subcommittee of the Transportation Policy Alternatives Committee that provides oversight for the development and evaluation of travel options strategies has gone through a strategic planning process and has developed the Regional Travel Options 2008-2013 Strategic Plan to support implementation of Regional Transportation Plan goals and objectives; and

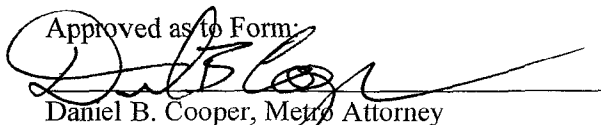
WHEREAS, the Regional Travel Options 2008-2013 Strategic Plan describes the goals, objectives, strategies and priorities the program will carry out; and

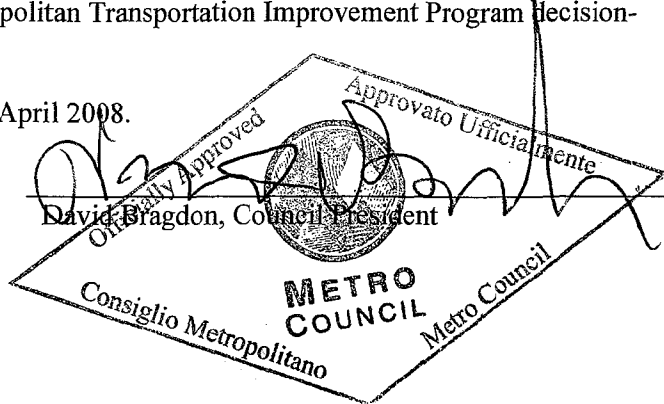
WHEREAS, the Regional Travel Options 2008-2013 Strategic Plan describes the roles of Metro and program partners in carrying out program activities and identifies a base budget to support those activities; now therefore

BE IT RESOLVED that the Metro Council hereby:

1. Approves the mission, goals, strategies and actions in the Regional Travel Options 2008-2013 Strategic Plan.
2. Approves the base budget and funding sub-allocations to program partners described in Appendix B of the Regional Travel Options 2008-2013 Strategic Plan, actual funding levels will be established through the Metropolitan Transportation Improvement Program decision-making process.

ADOPTED by the Metro Council this 3rd day of April 2008.

Approved as to Form:  
  
Daniel B. Cooper, Metro Attorney



# **Regional Travel Options 2008 – 2013 Strategic Plan**

**TPAC DRAFT, adopted 2/22/2008**



**METRO**

PEOPLE PLACES  
OPEN SPACES

**Metro**  
**People places • open spaces**

Clean air and clean water do not stop at city limits or county lines. Neither does the need for jobs, a thriving economy and good transportation choices for people and businesses in our region. Voters have asked Metro to help with the challenges that cross those lines and affect the 25 cities and three counties in the Portland metropolitan area.

A regional approach simply makes sense when it comes to protecting open space, caring for parks, planning for the best use of land, managing garbage disposal and increasing recycling. Metro oversees world-class facilities such as the Oregon Zoo, which contributes to conservation and education, and the Oregon Convention Center, which benefits the region's economy

Your Metro representatives

Metro Council President – David Bragdon

Metro Councilors – Rod Park, District 1; Carlotta Collette, District 2; Carl Hosticka, District 3; Kathryn Harrington, District 4; Rex Burkholder, District 5; Robert Liberty, District 6.

Auditor – Suzanne Flynn

Metro's web site: [www.metro-region.org](http://www.metro-region.org)



**METRO**

PEOPLE PLACES  
OPEN SPACES

**Acknowledgements**

Special thanks to the members of the Regional Travel Options Subcommittee of TPAC for their participation in, and support, for the strategic planning process.

This report is partially funded by the Federal Transit Administration.

*This document is printed on recycled paper.*

## Program Partners



**Drive less. Save more.**  
[www.DriveLessSaveMore.com](http://www.DriveLessSaveMore.com)



**Gresham Regional Center  
TMA**

State of Oregon  
Department of  
Environmental  
Quality

**lloyd dot tma**  
your go to place for get there options



**Multnomah County**



**METRO**



**SMART**  
South Metro Area Regional Transit



**TRI MET**

**Troutdale  
Area TMA**



# Contents

<b>Executive summary</b> .....	<b>1</b>
<b>Section 1: Introduction</b> .....	<b>6</b>
<b>Section 2: Mission and policy framework</b> .....	<b>6</b>
<b>Section 3: 2008 to 2013 program priorities</b> .....	<b>8</b>
<b>Section 4: Regional Travel Options programs and services</b> .....	<b>9</b>
<b>Section 5: Goals, objectives and strategies</b> .....	<b>16</b>
Goal 1: Collaborative marketing .....	16
Goal 2: Commuter services .....	18
Goal 3: Traveler information tools .....	19
Goal 4: Downtowns and centers .....	20
Goal 5: Measurement .....	21
Goal 6: Policy and funding.....	21
<b>Appendices</b> .....	<b>23</b>
<b>A. Expected reductions in vehicle miles traveled and related benefits</b>	<b>24</b>
<b>B. Base and preferred program budgets</b> .....	<b>28</b>
<b>C. Preferred RTO grant projects</b> .....	<b>31</b>
<b>D. Employer outreach work programs</b> .....	<b>32</b>
Metro commuter programs and services.....	32
SMART Options Employer and Community Outreach .....	34
TriMet Employer Program .....	35
<b>E. Summary of RTP goals and supporting RTO strategies</b> .....	<b>37</b>
<b>F. Strategic plan development process</b> .....	<b>45</b>
<b>G. Environment scan</b> .....	<b>47</b>

## Executive summary

### Introduction

The Regional Travel Options (RTO) Program carries out regional strategies to increase use of travel options, reduce pollution and improve mobility.

Regional travel options include all of the alternatives to driving alone – carpooling, vanpooling, riding transit, bicycling, walking and telecommuting.

The program maximizes investments in the transportation system and relieves traffic congestion by managing travel demand, particularly during peak commute hours.

RTO strategies offer low-cost solutions that:

- Address employer and commuter transportation needs
- Save consumers money
- Reduce vehicle emissions that contribute to air pollution and global warming
- Encourage active travel modes that enhance public health and increase physical activity
- Increase public awareness of the personal and community benefits of travel options

### Mission and policy framework

***Mission:*** *The regional partners will work collaboratively to provide and actively market a range of travel options for all residents and employees of the region.*

### Supports system management policies

Policies at the federal, state and regional level emphasize system management as a cost-effective solution to expanding the transportation system. The RTO program supports system management strategies that reduce demand on the transportation system. RTO strategies relieve congestion and support movement of freight by reducing drive-alone auto trips.

RTO strategies are expected to reduce approximately 86,600,000 vehicle miles of travel (VMT) per year from 2008 to 2013. By 2013, this represents over a 100% increase over 2006 VMT reductions produced by the program. The expected increase in VMT reductions is based upon past program performance, expected revenues, improving measurement and cost-effective investments.

On a daily basis, expected VMT reductions are the equivalent of removing 19,000 autos from the road or 59 miles of autos placed bumper-to-bumper.

## Leverages capital investments

The RTO program supports and leverages capital investments in transit, trails, and other infrastructure by marketing new options to potential riders and users and increasing trips made by transit, walking, cycling and other travel options.

## Supports development of local downtown centers

The RTO program supports the development of local downtown centers by increasing the share of trips made with travel options and decreasing drive-alone auto trips, which reduces traffic congestion and demand for parking and enhances quality of life. RTO is one component in the effort to have half or more of all trips to centers made by transit, walking, cycling, carpooling and other travel options.

## Reduces air pollution and greenhouse gas emissions

Motor vehicles are one of the largest sources of air pollution in the Portland area. The RTO program supports federal, state and regional air quality regulations and reduces the consumption of gasoline and increases the share of trips made with less polluting modes of travel.

### Expected Reductions in Gallons of Gasoline Consumed

Gas	Total	Average per year
Gallons of gasoline	21,100,000	4,220,000
Savings	\$63,300,000	\$12,660,000

Table 1. Total and average annual reduction of gas consumption and the resulting savings. Source: Estimates using DEQ average miles-per-gallon and gas priced at \$3/gallon

### Expected Emission Reductions

Emissions reduced	Total	Average per year
Smog producing volatile organic compounds	616 tons	123 tons
Oxides of nitrogen and carbon monoxide	7,600 tons	1,500 tons
Greenhouse gas (CO <sub>2</sub> )	214,000 tons	42,600 tons
Carcinogenic particulate matter (PM <sub>10</sub> and PM <sub>2.5</sub> )	18.3 tons	3.7 tons
Air toxics (Benzene and four others)	24.2 tons	4.8 tons

Table 2. Total and average annual reduction of tailpipe emissions: Source Metro estimates using DEQ emission factors

## Program Priorities 2008 to 2013

- Support new capital investments in transit, trails and other infrastructure by marketing new options to potential riders and users.
- Reach additional employers and commuters through employer programs.
- Enhance traveler information services.
- Market travel options to new residents and people who relocate in the region.
- Support development of parking management strategies in local downtowns and centers.
- Support public-private partnerships to leverage investments and increase use of travel options in local downtowns and centers.
- Apply individualized marketing strategies in select locations to increase travel options use and decrease single-person car trips.
- Continue implementation of the Drive Less/Save More campaign to increase awareness and use of travel options.

### Program Goals 2008 to 2013

Goal 1: Continue a regional collaborative marketing campaign to increase awareness and use of travel options and reduce drive-alone car trips.

Goal 2: Support employers and commuters to increase the use of travel options for commute trips.

Goal 3: Provide information and services to support increased use of travel options for all trips.

Goal 4: Promote and provide services that support increased use of travel options in local downtowns and centers.

Goal 5: Report progress to aid decision-making and encourage innovation.

Goal 6: Follow a collaborative decision-making structure that provides program oversight and advances the goals and objectives of the Regional Transportation Plan (RTP).

*Table 3. Program Goals*



## **Programs and services**

Metro manages and administers the regional program, measures results, and provides assistance to partners. Public and private partners carry out local strategies through grant agreements. Collaboration among partners is emphasized to leverage resources, avoid duplication and maximize program impacts.

### **Drive Less/Save More marketing campaign**

The campaign encourages people to think before they drive in order to reduce single-person car trips, adopt cost-saving driving habits, and use travel options for non-work trips. Campaign messages reach target audiences through advertising, publicity and community outreach.

### **Individualized marketing projects**

Individualized marketing projects (also called TravelSmart™ or Smart Trips projects) encourage reductions in drive-alone auto trips. The concept, used in more than 300 projects around the world, identifies individuals who want to change the way they travel and uses personal, individualized contact to motivate them to think about their travel options.

### **Portland Transportation Options**

Programs and activities are designed to remove barriers and provide incentives for people to choose travel options with an ultimate goal of reducing vehicle miles traveled by 10% per capita by 2020. Portland's programs include SmartTrips downtown and neighborhood programs, community outreach, and Safe Routes to Schools.

### **Metro Regional Rideshare Services**

Metro works with employers to market rideshare services to employees and provides customized rideshare matching services and vanpool incentives. Incentives for commuter vanpools are provided in partnership with ODOT and C-TRAN.

### **Oregon Department of Environmental Quality (DEQ)**

DEQ's Employee Commute Options (ECO) rules affect employers in the Portland area with more than 100 employees. Employers must survey employees and provide programs and incentives that reduce employee drive-alone trips by 10%. DEQ assists employers with the survey and program development and links them to RTO program resources.

### **SMART Options Employer and Community Outreach**

The City of Wilsonville SMART Options Outreach Program works with Wilsonville area employers and residents to promote transit and other transportation options.

### **Southbound Solutions**

The Vancouver, Washington Commute Trip Reduction Program conducts marketing and outreach to Clark County residents commuting to the Portland Metro area for work and assists Portland-area employers with a large Clark County employee base.

### **TriMet Employer Outreach Program**

TriMet works with employers to encourage increased use of transit and other travel options among employees, offers transit pass programs, and provides one-on-one assistance to employers.

### **Transportation Management Association (TMA) Program**

Transportation Management Associations (TMAs) are public-private partnerships to relieve traffic congestion and pollution. TMAs develop and implement area-specific strategies to reduce drive-alone commute trips.

- Clackamas Regional Center TMA
- Gresham Regional Center TMA
- Lloyd TMA
- Swan Island TMA
- Troutdale TMA
- WTA (Westside Transportation Alliance)

### **Traveler information tools and services**

#### **CarpoolMatchNW.org**

CarpoolMatchNW is the carpool and rideshare-matching site serving Oregon and SW Washington with over 8,800 commuters registered. CarpoolMatchNW.org is an easy convenient way to find someone to share a ride for trips to work or school or one-time trips to recreation destinations and events.

#### **Bike There! map**

Metro's Bike There! map rates selected throughstreets where bicyclists share the road with motorists and is sold in area bike shops and retail outlets. Map information is available at [ByCycle.org](http://ByCycle.org), an on-line bicycle route-finding tool.

#### **Walk There! 50 Urban Treks in Neighborhoods, Natural Areas and Cities**

The guidebook features 50 walking routes and will be published in partnership with Kaiser Permanente in April 2008 to encourage walking for transportation purposes. Guides will be distributed through Kaiser health education classes, walking events and local walking programs.

## Section 1: Introduction

The RTO program implements regional policies to reduce drive-alone auto trips and personal vehicle miles of travel and to increase use of travel options. The program improves mobility and reduces pollution by carrying out the transit, ridesharing (carpool and vanpool), cycling, walking, telecommuting and carsharing strategies in the RTP. The program maximizes investments in the transportation system and relieves traffic congestion by managing travel demand, particularly during peak commute hours.

RTO strategies offer low-cost solutions that address employer and commuter transportation needs. Employer benefits include reduced parking need and cost, reduced employee absenteeism and late arrivals and improved employee productivity and morale. Transit and rideshare programs enable employers to recruit employees from a wider geographic area.

The program increases public awareness of the personal and community benefits of travel options use. Consumers who reduce their drive-alone auto trips benefit by saving money on fuel, parking and auto maintenance. People who use active travel modes, such as cycling, walking and walking to transit, benefit from increased levels of physical activity. Community benefits include reductions in vehicle emissions that impact human health and contribute to air pollution and global warming.

## Section 2: Mission and policy framework

***Mission:*** *The regional partners will work collaboratively to provide and actively market a range of travel options for all residents and employees of the region.*

### **Supports system management policies**

Policies at the federal, state and regional levels including the Federal Congestion Management Process, the Oregon Transportation Plan, and the RTP emphasize system management as a cost-effective alternative to expanding the transportation system. The RTO program supports system management strategies that reduce demand on the transportation. RTO strategies relieve congestion and support movement of freight by reducing drive-alone auto trips.

RTO strategies are expected to reduce approximately 86,600,000 vehicle miles of travel (VMT) per year from 2008 to 2013. By 2013 this represents over a 100% increase from 2006 VMT reductions produced by the program. The expected increase in VMT reductions is based upon past program performance, expected revenues, improving measurement and cost-effective investments, and is described in more detail in Appendix A.

On a daily basis, expected VMT reductions are the equivalent of removing 19,000 autos from the road or 59 miles of autos placed bumper-to-bumper.

In 2008 to 2013, the RTO program will work with the Regional Mobility Program to develop and recommend policies and investment strategies to implement the RTP system management concept. In addition, RTO will develop and identify system management partnership and collaboration opportunities, particularly around the development and enhancement of traveler information systems.

### **Supports capital investments**

The RTO program supports and leverages capital investments in transit, trails, and other infrastructure by marketing new options to potential riders and users and increasing trips made by transit, walking, cycling and other travel options.

In 2008 to 2013, the RTO employer outreach programs will conduct outreach to employers adjacent to the WES (Westside Express Service) commuter rail line and the I-205 light rail line (MAX Green Line).

### **Supports development of local downtown centers**

In the region's long-range plan, the 2040 Growth Concept, high-quality development in centers and along transit corridors is key to maintaining the livable communities and natural beauty that make our region special. The plan designates regional and town centers and calls for growth to be concentrated in these centers - as well as main streets, station communities and corridors - in order to use urban land most efficiently.

The RTO program supports the development of local downtown centers by increasing the share of trips made with travel options and decreasing drive-alone auto trips, which reduces traffic congestion and demand for parking and enhances the quality of life. RTO is one component in the effort to have half or more of all trips to centers made by transit, walking, cycling, carpooling and other travel options.

### **Reduces air pollution and green house gas emissions**

Motor vehicles are one of the largest sources of air pollution in the Portland area. The RTO program supports federal, state and regional air quality regulations, reduces the consumption of gasoline and increases the share of trips made with less polluting modes of travel. RTO strategies are expected to reduce consumption of gasoline by 4,500,000 gallons each year, which will result in significant decreases in emissions of greenhouse gases, smog producing compounds, air toxics and particulate matter. See Appendix A for details.

### **Supports Metro Council goals and objectives**

The RTO program supports the following Metro Council goals and objectives:

Goal 1. Healthy Environment - Council Objective 2.6: Residents' health is enhanced by exceptionally clean air and water.

Goal 2. Vital Economy - Council Objective 3.1: Land is available to meet the need for housing and employment; and Council Objective 3.3: Access to jobs, services, centers and industrial areas is efficient.

Goal 3. Great Places - Council Objective 1.2 - The region's centers and corridors are distinctive, attractive and efficient and while fully developed they are also continually and dynamically re-creating themselves.

### **Section 3: 2008 to 2013 program priorities**

#### **Employer outreach**

- Promote travel options to employers and commuters. Target commuters with potential to use WES (Westside Express Service) commuter rail and I-205 light rail (MAX Green Line).
- Support the Southbound Solutions marketing campaign to reach Clark County commuters who travel to the Portland area.
- Enhance coordination of employer outreach strategies to maximize investments and avoid duplication.

#### **Traveler information services**

- Update CarpoolMatchNW.org to enhance the site's usability and reduce administrative costs.
- Explore development of a regional multi-modal trip-planning tool to aid travel decision making for all trip purposes.

#### **Outreach to new residents and people who relocate**

- Relocation is a key time for people to consider travel options and change travel habits. The RTO program will identify target market segments among new residents and develop strategies to market travel options and services to those audiences.

#### **Parking management**

- Parking management results in positive impacts across land use, managing the transportation system and supporting the economy. Parking is often considered "free" by the public and assumed to be the cost of doing business for companies. The RTO program will partner with employers, developers and local jurisdictions to help manage parking through employer outreach and RTO grants.

- Potential projects include: designate spaces for carpools and vanpools, install prominent bike parking, assist employers to discontinue parking subsidies for employees, help implement shared parking agreements between property owners that result in fewer auto trips and help implement parking pricing or short term parking zones that free up parking in business and retail centers while encouraging drivers with long-term parking needs to try carpooling, transit or other options.

### **Public-private partnerships**

- Support public-private partnerships to leverage investments and increase use of travel options in local downtowns and centers.
- Update regional TMA policy and explore funding options.

### **Individualized marketing**

- Apply individualized marketing strategies in select locations to increase travel options use and decrease single-person car trips.

### **Drive Less/Save More**

- Continue implementation of the Drive Less/Save More campaign to increase awareness and use of travel options.

## **Section 4: Regional Travel Options programs and services**

### **Program history**

The program has been funded for more than 20 years, and has grown to include a variety of regional partners and stakeholders including area business associations and chambers of commerce, local transportation management associations, transportation and public health advocacy organizations, local governments and partner agencies.

In 2003, program partners saw a need to more actively market travel options through a unified regional marketing program and developed the *Regional Travel Options Program 5-Year Strategic Plan* to articulate the mission, goals and objectives of the re-named program. The Metro Council approved the strategic plan in 2004. The plan placed an emphasis on coordinating regional marketing activities and recommended that program management shift from TriMet to Metro.

The 2003 strategic plan defined regional travel options to include all of the alternatives to driving alone – carpooling, vanpooling, riding transit, bicycling, walking and telecommuting– and emphasized collaboration and integration to produce a program with measurable results and tangible impacts.

Metro assumed management of the program in 2006 and is responsible for management and coordination of regional initiatives, such as the Drive Less/Save More marketing campaign, administration of grant agreements with local jurisdictions and TMAs and evaluation and measurement of program results.

## **Program structure for 2008 to 2013**

Metro manages and administers the program. Public and private partners carry out local strategies through grant agreements. Collaboration among partners is emphasized to leverage resources, avoid duplication and maximize program impacts.

### **Marketing programs**

Collaborative marketing activities will be coordinated by Metro and include management of the Drive Less/Save More marketing campaign and administration of grant agreements with local jurisdictions and organizations to carry out the collaborative marketing goals and objectives.

**Drive less. Save more.**  
[www.DriveLessSaveMore.com](http://www.DriveLessSaveMore.com)

### **Drive Less/Save More marketing campaign**

The campaign encourages people to think before they drive in order to reduce single-person car trips, adopt cost-saving driving habits and use travel options for non-work trips. ODOT, Metro, Washington County, TriMet and other public and private partners launched the campaign in February 2006.

To date the campaign has reached 98% of the region's residents through television, radio and outdoor (billboard and transit) advertising, earned (free) media and community outreach. A June 2007 survey found that 27% of metro area residents recall seeing, reading or hearing about the Drive Less/Save More campaign. Of those who recalled the Drive Less/Save More campaign, 56% said they have taken action to reduce single person car trips as a result of seeing the campaign (this translates to 14% of the total survey sample).

### **Individualized marketing projects**

Individualized marketing projects (also called TravelSmart™ or Smart Trips projects) are an innovative way to encourage reductions in drive-alone auto trips. The concept, used in more than 300 projects around the world, identifies individuals who want to change the way they travel. Personal, individualized contact is used to motivate people to think about their travel options. The projects provide customized information and training to help people take transit, bike, walk or carpool for some of their trips. Those who don't want information are left alone. To date projects have reached neighborhoods in Portland and Milwaukie. Individualized marketing projects are expected to reduce approximately 19,000,000 vehicle miles of travel per year. See appendix A for details.

## Employer and commuter programs

Metro, Oregon DEQ, TriMet, Wilsonville SMART, Vancouver Commute Trip Reduction Program, Portland Transportation Options and TMAs carry out employer and commuter programs. Employer and commuter programs are expected to reduce approximately 47,660,000 vehicle miles of travel per year. See appendix A for details.



### Oregon Department of Environmental Quality (DEQ)

DEQ's Employee Commute Options (ECO) rules affect employers in the Portland area with more than 100 employees. The ECO rules are part of Portland's Ozone Maintenance Plan that ensures the Portland-Vancouver area will meet the federal health-based ozone standard in spite of continued population growth. Employers must provide incentives for employee use of alternative commute options. The incentives must have the potential to reduce commute trips to the work site by ten percent from an established baseline. Employee surveys determine the baseline and measure progress toward this goal. DEQ assists employers with the survey and program development and links them to RTO program resources.



### Metro Regional Rideshare Program

Metro works with employers to market rideshare services to employees and provides customized rideshare matching services and vanpool incentives. The program targets employment sites with the greatest potential for ridesharing, generally those that are not located close to transit service, but will work with any interested employer. Incentives for commuter vanpools are provided in partnership with ODOT and C-TRAN.



### Portland Transportation Options

Programs and activities are designed to remove barriers and provide incentives for people to choose travel options with an ultimate goal of reducing vehicle miles traveled by 10% per capita by 2020. Each year SmartTrips neighborhood programs target a different area within the city to decrease drive alone trips, increase use of



travel options, and increase accessibility and neighborhood livability. This program provides area residents with personalized transit, cycling and walking information, and offers Ten Toe Express walks, Women on Bikes rides and clinics, and Portland By Cycle neighborhood rides.

SmartTrips Downtown reaches thousands of downtown employees with individualized travel options information and incentives. In addition, Portland uses a variety of outreach tools and opportunities to reach residents at community events and coordinates Safe Routes to Schools programs.



### **TriMet Employer Outreach Program**

TriMet has been working with employers since the 1980s to encourage increased use of transit and other travel options among employees. TriMet targets employers affected by Employee Commute Options (ECO) Rules but will work with any interested employer. The program includes one-on-one assistance to employers, transportation coordinator training, transportation fairs, and promotional events in the community. In addition, TriMet works with employers to offer their Universal Pass program and other programs that provide transit passes to employees, sometimes subsidized by the employer.



### **SMART Options Employer and Community Outreach**

The City of Wilsonville SMART Options Outreach Program works with Wilsonville area employers and residents to promote transit and other transportation options. The primary goals of the program are to increase awareness of transportation options available in Wilsonville and the region, reduce drive alone trips, and increase communication between the City of Wilsonville, local businesses of all sizes, community organizations and regional partners.



### **Southbound Solutions**

The Vancouver, Washington Commute Trip Reduction Program conducts Southbound Solutions marketing and outreach to Clark County residents commuting to the Portland Metro area for work in partnership with RTO employer programs and area TMAs. The campaign targets employers with a large Clark County employee base and works with employer transportation coordinators to reach commuters.

## Transportation Management Association (TMA) program

TMA's are nonprofit coalitions of local businesses and/or public agencies that work to strengthen partnerships with businesses to reduce traffic congestion and pollution by improving commuting options for their employees. There are six TMA's in the region that develop and implement area specific strategies for reducing drive-alone commute trips. A feasibility study for a South Waterfront TMA is in progress. TMA's receive annual grants from the RTO program to implement trip reduction strategies and are expected to reduce 3,500,000 vehicle miles of travel per year. See appendix A for details.



### Clackamas Regional Center TMA

The Clackamas Regional Center Transportation Management Association (CRC-TMA) addresses the growing transportation and transit accessibility needs of the Clackamas Regional Center business community. CRC-TMA is a local organization of business leaders and government agencies that provides solutions to combat traffic congestion and promote transit and other employer/employee transportation options.

### Gresham Regional Center TMA

GRCTMA was created in 2001 with the intent of bolstering economic development for the Gresham area by providing safe and viable transportation options for employees, customers and visitors to the regional center.



### Lloyd TMA

A non-profit business association representing large and small employers in the Lloyd District of Northeast Portland, Lloyd TMA provides transportation programs and services with clear member benefits and assists employers with ECO Rule compliance. The TMA also provides a forum for businesses and neighborhood associations to work together and coordinates committees working directly on Lloyd District transportation issues.

### Swan Island TMA

A project of the Swan Island Business Association, the TMA will expand transportation options for Swan Island employees to facilitate the continuing growth and success of area businesses and improve the movement of people, products, services and freight.



### Troutdale TMA

A program of the West Columbia Gorge Chamber of Commerce, Troutdale TMA works to promote the use of transportation options in Troutdale to tourists, employers and employees, and supports the development of infrastructure that supports increased use of travel options.



### **WTA (Westside Transportation Alliance)**

The Westside Transportation Alliance (WTA) is an association of businesses and public agencies in Washington County that offers workplace services and programs to help employees commute to work by transit, carpool, vanpool, walking and cycling.

### **Traveler information tools and services**

The RTO program supports regional traveler information tools and services, provides grants for the development of local cycling and walking maps, and pedestrian and cycling way-finding signs.



### **CarpoolMatchNW.org**

CarpoolMatchNW is the rideshare-matching site serving Oregon and SW Washington. Over 8,800 commuters are currently registered. The service is administered by Metro. The website is hosted and maintained by the city of Portland through an agreement with Metro. CarpoolMatchNW.org is an easy way to find someone to share a ride for trips to work or school or one-time trips for recreation or community events. Metro markets the site to potential customers and provides support to site users.

### **Bike There! map**

Metro's Bike There! map has guided cyclists through the region's streets, paths and bike lanes for 25 years. The map rates through-streets where bicyclists share the road with motorists. Bike There! is sold in area bike shops and retail outlets to generate funds for map updates. Map data is shared with ByCycle.org, an on-line bicycle route-finding tool.

### **Walk There! 50 Urban Treks in Neighborhoods, Natural Areas and Cities**

The guidebook features 50 walking routes in the Portland-Vancouver area and will be published in partnership with Kaiser Permanente in April 2008 to encourage walking for transportation purposes. Guides will be distributed through Kaiser's health education classes, walking events and local walking programs.

## Section 5: Goals, objectives and strategies

RTO program goals, objectives and priority strategies are listed below. Strategies were prioritized based on potential to reduce vehicle miles traveled (VMT), potential to increase use of travel options, cost effectiveness and other criteria which are listed in Appendix E. Expected VMT reductions are listed by goal in Appendix A.

### Goal 1: Collaborative marketing

***Continue a regional collaborative marketing campaign to increase awareness and use of travel options and reduce drive-alone car trips.***

**Objective 1.1 - Continue a broad-based travel options marketing campaign that invites people to think about how they travel around the region.**

#### **Strategy 1.1.1: Drive Less/Save More Campaign**

- Work with the Oregon Department of Transportation (ODOT) and campaign partners to continue the Drive Less/Save More marketing campaign. Support implementation of campaign strategies, including media advertising, earned (free) media, web-based advertising, publicity and outreach at community events.
- Develop strategies to support effective use of new and emerging web-based communication tools including social networking web sites.

**Objective 1.2: Develop and provide travel options services to targeted communities and audiences.**

#### **Strategy 1.2.1: Neighborhood-based individualized marketing projects**

- Reach large residential areas that meet specific criteria, such as close proximity to destinations and services, with neighborhood-based individualized marketing projects. Projects will deliver local travel options information and services to interested residents to increase transit, walking and cycling trips and reduce drive-alone auto trips.
- Consider project variations such as targeting specific populations (e.g., seniors) not in the same neighborhood.

#### **Strategy 1.2.2: Promote and distribute Walk There! walking guide**

- Promote and support distribution of the “Walk There! 50 Urban Treks” guide book produced by the RTO program in partnership with Kaiser Permanente to support increased levels of walking for transportation purposes.
- Generate earned media publicity that showcases the “Walk There!” routes, related walking events and programs, and disseminates pedestrian encouragement and safety messages.

**Strategy 1.2.3: Reach new residents and people who relocate**

- Explore, develop and implement strategies to reach new residents of the region and people who move. Relocation is a key time for people to re-evaluate their travel options. Explore opportunities to partner with developers, realtors, tenant and homeowner associations and organizations that work with immigrants to distribute information about travel options and resources.

**Strategy 1.2.4: Reach drivers impacted by construction projects**

- Explore opportunities to partner with capital project planning and funding partners to reach drivers impacted by construction with information about how to avoid delays as well as information about travel options and services, such as transit options, and vanpool and ride-matching services.

**Strategy 1.2.5: Reach families with children**

- Explore opportunities to partner with and support Safe Routes to School programs in the region to disseminate information about travel options and services to families with children.

**Objective 1.3: Support collaboration and encourage coordination of RTO partner marketing activities.**

**Strategy 1.3.1: Support collaboration and distribute best-practices information**

- Support collaboration of RTO partners' marketing activities through quarterly working group meetings and on-line information sharing.
- Distribute information about relevant best practices through e-newsletters, seminars and brown bag lunch meetings.

**Strategy 1.3.2: Regional conference**

- Explore opportunities to develop or sponsor a regional conference to disseminate information about effective travel options strategies and best practices to elected officials, land use and transportation planners, business associations and chambers of commerce, employer transportation coordinators, environmental and public health practitioners and officials, and other audiences.

## **Goal 2: Commuter services**

***Support employers and commuters to increase the use of travel options for commute trips.***

### **Objective 2.1: Market and provide travel options services to employers and commuters**

#### **Strategy 2.1.1: Employer outreach programs and services**

- Metro, the Oregon Department of Environmental Quality (DEQ), TriMet, SMART, C-TRAN, local jurisdictions, Transportation Management Associations (TMAs), and other public and private partners will work together to market travel options services to employers and commuters.
- Market WES (Westside Express Service) commuter rail and I-205 light rail (MAX Green Line) to adjacent employment sites.
- Provide vanpool fare incentives and develop a partnership with C-TRAN to provide bi-state vanpool services.
- Partner with the Vancouver Commute Trip Reduction Program to implement the Southbound Solutions marketing project aimed at commuters who travel from Clark County, Washington to the Portland area for work.
- Explore and implement new strategies to reach commuters, such as individualized marketing to clusters of employees in commercial centers and employment areas.

#### **Strategy 2.1.2: Employer-based trip reduction campaigns**

- Sponsor regional events and competitions that encourage and increase use of travel options. Provide incentives including prizes and public recognition for participating commuters and employers.

### **Objective 2.2 - Support coordination of RTO employer outreach marketing activities.**

#### **Strategy 2.2.1: Support marketing partners' coordination and collaboration**

- Coordinate and target employer outreach marketing program activities to support cost effective delivery of materials and services to employers and commuters.
- Develop a shared online commute tracker tool to support employer incentive programs.

- Explore and develop tools to enhance coordination, such as a shared contact management database.

### **Goal 3: Traveler information tools**

**Provide information and services to support increased use of travel options for all trips.**

#### **Objective 3.1: Develop and enhance web-based traveler information tools.**

##### **Strategy 3.1.1: Update and enhance ride-matching online - CarpoolMatchNW.org**

- Continue to sustain and promote a regional web-based ride-matching tool to support carpooling and vanpooling for commute trips, as well as one-time ride matching for recreational and other trip purposes.
- Update CarpoolMatchNW.org to reduce service delivery costs, enhance customer satisfaction and support program measurement.
- Explore opportunities to partner with Washington State DOT and others to enhance bi-state ride-matching services.

##### **Strategy 3.1.2: Explore development of a regional multi-modal trip-planning tool**

- Explore development of a regional multi-modal trip-planning tool that provides travel mode choice information, including transit and vanpool routes and schedules, rideshare matching, bicycle routes and bike buddy matching and information about multi-use trails.
- Work with system management partners, area transit operators and private sector partners to identify opportunities for collaboration and cost-sharing to support tool development.

#### **Objective 3.2: Develop maps and collateral materials to support RTO marketing activities.**

##### **Strategy 3.2.1: Develop and distribute bike, walking and transit system maps**

- Research, develop and distribute maps and local travel options guides to support increased cycling, walking and transit use. Update regional Bike There! map.

##### **Strategy 3.2.2: Research and develop white papers and fact sheets to support consistent messaging in RTO marketing activities.**

- Research, develop and distribute white papers or fact sheets around the following topics: RTO program overview; global warming and transportation; congestion and mobility; impact of travel options use on the economy, consumers and business; physical activity and parking management.

## **Goal 4: Downtowns and centers**

***Promote and provide services that support increased use of travel options in local downtowns and centers.***

**Objective 4.1: Leverage investments and unique qualities of local downtowns and centers to make progress toward mode split targets defined in the RTP.**

**Strategy 4.1.1: Support public-private partnerships**

- Develop and support public-private partnerships to leverage public investments and implement an ongoing and increasing level of travel options/transportation demand management strategies in local downtowns and centers.
- Support TMA feasibility studies and provide start-up funds for one to two new TMAs for three years. Update regional TMA policy to better address program goals and enhance local capacity to carry out RTO strategies. Support information sharing among current TMAs and quarterly meetings of TMA directors.
- Develop and enhance partnerships with business associations, chambers of commerce, carsharing organizations and others to advance RTO program goals and objectives in centers.

**Strategy 4.1.2: Study and implement parking management strategies**

- Provide funds to study and implement parking management strategies, particularly when there is the potential of financial return to support local travel options strategies and programs.

**Strategy 4.1.3: Support projects in centers that enhance or promote travel options**

- Support projects in centers that enhance or promote travel options, such as end-of-trip facilities and pedestrian and bicycle way-finding signs and systems.
- Support small-scale marketing in centers such as promotion of circulation transit service and guides to local activity.

**Strategy 4.1.4: Support location-efficient living strategies**

- Support programs that promote and advance location-efficient living strategies that reduce drive-alone auto trips and increase use of transit, walking and cycling in centers.



## **Goal 5: Measurement**

***Report progress to aid decision making and encourage innovation.***

**Objective 5.1: Apply appropriate measures to programs and report findings to support investment in cost-effective strategies.**

**Strategy 5.1.1: Measure program performance and communicate results**

- Metro will provide technical assistance to partners to support program measurement, develop measurement reports, provide data to an independent program evaluator every two years and communicate results to advisory committees and program stakeholders.
- Recipients of RTO grants and funding are expected to track and measure program outputs and outcomes.

**Strategy 5.1.2: Regional awareness and customer satisfaction survey**

- Conduct a regional public awareness and customer satisfaction survey every two years to track program effectiveness.

**Strategy 5.1.3: Information partnerships**

- Explore partnerships with other agencies, organizations, and academic institutions that result in useful data for trip planning and traveler information tools. Partner with research and evaluation projects that complement RTO work in the area of parking management, centers, construction and development.

**Strategy 5.1.4: Online database**

- Explore online tool for storing data, analysis and reporting. Tools would be accessible to RTO partners and centralize information for RTO staff.

## **Goal 6: Policy and funding**

***Follow a collaborative decision-making structure that provides program oversight and advances the goals and objectives of the RTP.***

**Objective 6.1: Support strategic and collaborative program oversight.**

- Metro will support meetings and activities of the RTO subcommittee of the Transportation Policy Alternatives Committee (TPAC). The subcommittee will recommend strategic plan updates, annual work plans and budgets, and RTO policies for approval by TPAC, JPACT (Joint Policy Advisory Committee on Transportation) and the Metro Council.

- The subcommittee will review RTO grant applications and select projects that implement strategic plan priorities.

**Objective 6.2: Coordinate RTO program strategies and investments with the Regional Mobility Program.**

- Develop a senior-level policy task force in partnership with the Regional Mobility Program. The task force will develop and recommend policies and investment strategies to implement the RTP system management concept.

**Objective 6.3: Develop regional policies that support travel options strategies**

- Continue to track and support the development of RTP policies and other state, regional and local policies that support increased use of travel options.

**Objective 6.4: Develop an equitable and sustainable funding plan.**

- Develop grant selection criteria that consider environmental justice impacts and regional equity.
- Seek additional funds to leverage federal Congestion Mitigation Air Quality (CMAQ) funding and support RTO program priorities including grants, sponsorships and cost-sharing partnerships. Secure funds from ODOT to continue the Drive Less/Save More marketing campaign.

## **Appendices**

- A. Expected reductions in vehicle miles traveled and related benefits**
- B. Program budgets**
- C. Preferred grant projects**
- D. Employer outreach work program**
- E. Summary of RTP goals and supporting RTO strategies**
- F. Plan development process**
- G. Environment scan**

## A. Expected reductions in vehicle miles traveled and related benefits

Implementing the RTO strategic plan is expected to reduce more vehicle miles traveled and increased benefits to air quality, gasoline conserved and the savings from conserving gasoline. Vehicle miles reduced (VMR) annually is expected to increase from the 2006 approximation of 42,000,000 annually to 101,000,000 annually; 140% increase. The reasoning for this sharp increase is based on:

- Past performance
- Improving measurement
- Small increases in budget
- Cost-effective investments, both existing and new

There are several reasons, known in advance, why the expected VMR might not be reached. They are:

- An RTO region-wide survey scheduled for spring 2008 will help estimate the marketing and outreach programs that overlap (e.g., the same person is reached by 2 or 3 programs). The extent of this overlap will determine if fewer VMR are expected.
- RTO Grants are likely to be diverse and some are likely to go for marketing efforts raising awareness but not attributed to VMR. Some may favor outcomes such as physical activity or transportation options for seniors. Some may pay for end-of-trip facilities like bike racks that have a longer return on investment in VMR.
- If budgets are reduced, measurement is likely to be reduced making both harder to reach the expected VMR and harder to estimate VMR.

Awareness of, participation in, and satisfaction with travel options programs are all expected to grow. RTO is working to benchmark and then track each of these measures during the course of this strategic plan.

The following expected reductions in vehicle miles traveled are rooted in the success of past efforts and the cost of those efforts. Metro RTO staff created a factor for each budget expenditure to illustrate expected VMR. More method details follow.

Expenditures	FY09	FY10	FY11	FY12	FY13
Program Admin & Coordination	n/a	n/a	n/a	N/a	n/a
Collaborative Marketing*	2,900,000	2,900,000	2,800,000	2,700,000	2,600,000
RTO Grants	8,900,000	8,900,000	10,000,000	10,000,000	9,000,000
TMA	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Commuter	45,000,000	46,300,000	47,600,000	49,000,000	50,400,000
Information Tools	400,000	400,000	400,000	400,000	400,000
Vanpool	3,300,000	3,400,000	3,500,000	3,600,000	3,800,000
Individualized Marketing	0	15,400,000	28,100,000	21,900,000	31,500,000
Evaluation	n/a	n/a	n/a	N/a	n/a
Estimated Total	64,000,000	81,000,000	96,000,000	91,000,000**	101,000,000

*Table. Expected annual vehicle miles reduced by expenditure. Source: Metro*

\*One component of collaborative marketing has been benchmarked: Drive Less/Save More. Regional awareness was 27% in spring 2007. RTO staff did not estimate how this percentage is likely to increase.

\*\*The dip in expected VMR is related to the timing of individualized marketing projects. RTO has budgeted for large-scale individualized marketing in 2009 and 2010. Practitioners in Australia and Portland believe that the effect of individualized marketing wears out after time. Portland State University will be studying this effect in detail. For now, a rule-of-thumb is applied: individualized marketing affects transportation choice for 5 years. Therefore, figures above have been reduced by 1/5<sup>th</sup> of the original amount each year for 5 years. In FY12, the effect from several large-scale individualized marketing projects is expected to wane and then another project in FY13 will pick up the VMR.

RTO Staff calculated expected VMR to help illustrate the potential impact of implementing the RTO 5-year strategic plan. They are not outputs of Metro transportation modeling. RTO Staff used the average between high and low VMR estimates from 2005-2006 evaluation. Past budgeted amounts were then divided by VMR. For example:

\$20,000 spent on a program that reduced 1,000,000 VMR = \$0.02/VMR

If expenditures show \$40,000 in the Strategic Plan for the same or a similar strategy:

\$40,000 \* \$0.02

1 VMR = 2,000,000 VMR

If no similar project was available, \$0.05/VMR was used.

\$10,000 buying one VMR per nickel = \$10,000 divided by .05 = 200,000 VMR.

VMR were not estimated for marketing projects to raise awareness or expenditures for administration, marketing coordination, evaluation and measurement.

The following is simply an average of the five years of the strategic plan to illustrate a per-year figure.

Expenditures	Total	Average per year
Program Admin & Marketing Coordination	n/a	N/a
Collaborative Marketing	13,900,000	2,780,000
RTO Grants	46,800,000	9,260,000
TMA	17,500,000	3,500,000
Commuter	238,300,000	47,660,000
Information Tools	2,000,000	400,000
Vanpool	17,600,000	3,520,000
Individualized Marketing	96,900,000	19,380,000
Evaluation & Measurement	n/a	n/a
Estimated Total	433,000,000	86,600,000

*Table. Total and average annual reduction in vehicle-miles traveled by expenditures. Source: Metro*

VMR means reduced tailpipe emissions. Metro RTO staff collaborated with Oregon Department of Environmental Quality to estimate per-mile emission factors for passenger vehicles in the region. Emission factors were current as of 2006. The following table shows the amount of emissions expected to be reduced – a direct factor of the VMR in the tables above.

<b>Emissions reduced</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>
Smog producing volatile organic compounds	91 tons	115 tons	137 tons	129 tons	144 tons
Oxides of nitrogen and carbon monoxide	1,100 tons	1,400 tons	1,700 tons	1,600 tons	1,800 tons
Greenhouse gas (CO <sub>2</sub> )	32,000 tons	40,000 tons	47,000 tons	45,000 tons	50,000 tons
Carcinogenic particulate matter (PM <sub>10</sub> and PM <sub>2.5</sub> )	2.7 tons	3.4 tons	4.1 tons	3.8 tons	4.3 tons
Air toxics (Benzene and four others)	3.6 tons	4.5 tons	5.4 tons	5.1 tons	5.7 tons

*Table. Expected annual reduction of tailpipe emissions. Source: Metro estimates using DEQ emission factors*

<b>Emissions reduced</b>	<b>Total</b>	<b>Average per year</b>
Smog producing volatile organic compounds	616 tons	123 tons
Oxides of nitrogen and carbon monoxide	7,600 tons	1,500 tons
Greenhouse gas (CO <sub>2</sub> )	214,000 tons	42,600 tons
Carcinogenic particulate matter (PM <sub>10</sub> and PM <sub>2.5</sub> )	18.3 tons	3.7 tons
Air toxics (Benzene and four others)	24.2 tons	4.8 tons

*Table. Total and average annual reduction of tailpipe emissions. Source: Metro estimates using DEQ emission factors*

DEQ provided an estimate of gas consumption for the average passenger vehicle in the region: 20.56 miles per gallon. Metro RTO staff chose \$3 per gallon as a rounded average of the cost per gallon of gas. The following table shows the gallons of gas saved and resulting savings - a direct factor of the VMR in the tables above.

<b>Gas</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>
Gallons of gasoline	3,100,000	3,900,000	4,700,000	4,400,000	4,900,000
Savings	\$9,300,000	\$11,700,000	\$14,100,000	\$13,200,000	\$14,700,000

*Table. Expected annual reduction of gas consumption and the resulting savings. Source: Metro estimates using DEQ average miles-per-gallon*

<b>Gas</b>	<b>Total</b>	<b>Average per year</b>
Gallons of gasoline	21,100,000	4,220,000
Savings	\$63,300,000	\$12,660,000

*Table. Total and average annual reduction of gas consumption and the resulting savings. Source: Metro estimates using DEQ average miles-per-gallon*

Metro RTO Staff estimated how many fewer auto trips will be made each day. The estimate divides VMR by 365 days and then by the average drive-alone distance in the region for a one-way trip, times 2 to make it a round trip. While this is a very in-exact method, the estimate is validated by results from auto trips reduced by the employer program (captured in employee commute options (ECO) surveys). To illustrate the impact this set of cars has on the transportation system, RTO Staff divided by an average full-size car length of 16 feet, 4 inches and stretched that out over one lane, bumper-to-bumper.

	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>
Autos	14,000	18,000	21,000	20,000	22,000
Miles of autos placed bumper-to-bumper	43	56	65	62	68

*Table. Expected daily reduction in autos using the transportation system and an illustration of their potential impact. Source: Metro estimates using Metro average for a drive-alone trip length*

## B. Base and preferred program budgets

RTO STRATEGIC PLAN BUDGET 2008-2013					
Revenues	(PROPOSED) FY 08-09	(PROJECTED) FY 09-10	(PROJECTED) FY 10-11	(PROJECTED) FY 11-12	(PROJECTED) FY 12-13
a. MTIP	1,988,790	1,800,000	2,397,000	2,000,000	2,500,000
MTIP Individualized Marketing	500,000				
b. ODOT Marketing	600,000	500,000	500,000	500,000	500,000
BETC	34,000	40,000	41,200	42,436	43,709
Bike There!	30,000	30,000	30,000	30,000	30,000
C-Tran	100,000	100,000	103,000	103,000	106,090
ODOT Vanpool	125,268	150,000	154,500	154,500	159,135
Metro match	63,069	64,960	66,908	68,915	70,982
Partners match	226,504	200,265	262,039	221,267	273,093
<b>Total revenues</b>	<b>3,667,631</b>	<b>2,885,225</b>	<b>3,554,647</b>	<b>3,120,118</b>	<b>3,683,009</b>
<b>Expenditures</b>					
Program Admin & Marketing Coordination	55,684	57,355	59,075	60,847	62,672
Collaborative Marketing	825,443	850,206	875,712	901,983	929,042
RTO Grants	607,948	365,397	467,721	610,288	489,585
c. TMA	311,553	284,500	173,500	173,250	173,250
Commuter	231,294	238,232	245,378	252,739	260,321
TriMet	412,409	424,781	437,524	450,649	464,168
SMART	66,713	68,714	70,775	72,898	75,084
d. Information Tools/Bike There!	60,000	80,000	80,000	50,000	50,000
Regional Vanpool	296,916	305,823	314,997	324,446	334,179
Individualized Marketing	595,575		613,442		615,000
Evaluation & Measurement	204,095	210,217	216,523	223,018	229,708
<b>Total expenditures</b>	<b>3,667,631</b>	<b>2,885,225</b>	<b>3,554,647</b>	<b>3,120,118</b>	<b>3,683,009</b>

All expenditures include required matching funds.

- a. 10-11 MTIP includes \$500,000 for ind. mktg. Also projected \$500,000 for 12-13.
- b. Assumes ongoing funding from ODOT.
- c. Assumes six existing TMAs plus a seventh (S. Waterfront) in start-up phase until FY 11-12. No inflation factored.
- d. Includes cost of participation in WSDOT ridematching system, plus partial funding for enhanced trip planning capabilities.



## DRAFT RTO Preferred Budget

Purpose: The purpose of the following list to form the basis of the RTO programs preferred budget. The 5-Year RTO Strategic Plan meets the current RTO budget for the years 2008-2013. RTO partners and staff aspire to grow the program. The following is a list of promising ways to allocate \$3 million in additional revenue annually.

Rank*	Short Name	Draft Strategy Description	Increase to Annual Budget
1	Employer Outreach	<ul style="list-style-type: none"> <li>- Double the effort on employer outreach:                             <ul style="list-style-type: none"> <li>- Approximately 200,000 employees are served by the employer outreach program (around 1/4 of employees in the region). Approximately 2,000 employment sites are served (possibly only 1/20th of all employment sites).</li> <li>- Increase rideshare services.</li> <li>- Explore and implement individualized marketing to employees.</li> </ul> </li> </ul>	\$900,000
2	Information Tools	<ul style="list-style-type: none"> <li>- Implement a multi-modal trip planner strategy that makes the best use of public resources. Most likely, public resources are best spent on data collection while private partners create the interface and features (e.g., Traffic.com).</li> <li>- 50/50 bike/walk map program offered to local jurisdictions interested in matching 50% of the design, production, marketing and distribution costs.</li> <li>- 30/70 walking guide program where RTO would offer map making and measurement service up to 30% of the cost to design, produce, market and distribute a walking guide program.</li> </ul>	\$400,000
3	Region-wide New Resident Program	<ul style="list-style-type: none"> <li>- Depending on the availability and prices for specialized lists of who new residents are (e.g., relocated within the region, relocated to "bedroom community," young, retired, etc.)</li> <li>- Reach ALL new residents in the region – if there is 1% growth per year, that is approximately 13,000 new residents.</li> <li>- Provide 6 months of individualized marketing services to help new residents make efficient use of their location and options.</li> <li>- Offer TODs and other location-efficient developments a slightly customizable version of the new resident program.</li> <li>- Emphasize sustainability and financial savings.</li> </ul>	\$400,000
3	Region-wide Parking Management Implementation	<ul style="list-style-type: none"> <li>- Hire or contract with a parking planner to lead implementation of context-sensitive solutions across the region. This effort follows the TGM for Beaverton and Hillsboro. To constitute a region-wide project, the effort would simultaneously cover 10 additional centers. One central issue would be addressed by rolling out parking management in a concentrated effort: business competition between centers.</li> <li>- Offer to study feasibility of carsharing in center and implement a program to locate several cars in publicly accessible areas.</li> </ul>	\$300,000
4	Centers Infrastructure and Marketing	<ul style="list-style-type: none"> <li>- Increase public private partnerships.</li> <li>- Bike rack cost share program (Minneapolis offers 50/50 for certain locations). Interested Local jurisdictions would apply and install racks. Projects would encourage using a car parking space in prominent, accessible areas of the center. Project could include elements such as the "bike oases" on SE Hawthorne Blvd. in Portland – sheltering roof, etc.</li> <li>- 50/50 way-finding cost sharing program would fund projects that connect walkers and bicyclists to public facilities (libraries, parks, transit centers, government services), historic sites and key shopping/service areas. Way finding elements could include signage, kiosks and sidewalk or bike lane treatments to designate route (e.g., Boston's bricked Freedom Trail).</li> <li>- Provide a package of marketing and outreach services to build ridership on new circulator transit service in centers. Circulator service should be available at least 12 hours per day.</li> <li>- Offer to study feasibility of carsharing in center and implement a program to locate several cars in publically accessible spaces.</li> </ul>	\$400,000
5	Regional Roll-out of Individualized Marketing	<ul style="list-style-type: none"> <li>Increase to 1 project per year. Base program now offers one project every two years.</li> </ul>	\$250,000

6	Options Before, During and After Construction	<ul style="list-style-type: none"> <li>- Engage road users during construction projects of all sizes. Promote options before, during and after.</li> <li>- Leverage media and messaging campaigns initiated by ODOT or other jurisdiction. Evidence from Seattle's recent I-5 project shows that people make a lot of individual decisions that add up to no congestion. Media and messaging of transportation options allows people to make these individual decisions.</li> <li>- While projects have a role for Community/Public Affairs, they often suggest how to avoid delay but do not suggest other options. RTO would coordinate travel options messaging region-wide.</li> </ul>	\$150,000
7	New Methods to Reach New Markets	<ul style="list-style-type: none"> <li>- Staff to interact daily in blogosphere and be media-liaison. RTO's commuter/traveler blog could be run like an ongoing focus group on options and related issues.</li> <li>- Run promotions such as commute challenges. This could be a year-round race with a structured incentive/rewards program.</li> <li>- Continue building DLSSM brand.</li> </ul>	\$150,000
(not ranked)	Reduce Idling	<ul style="list-style-type: none"> <li>- Explore and implement a program to reduce idling. For example, place signage on lift bridges. Measure before and after.</li> </ul>	\$50,000
<p>*In all cases, ranks are the overall rank given by stakeholders at the 2nd workshop for at least one element of the strategy. Two strategies tied for 3rd. Most but not all strategies are included within these add packages. "Less idling" was added by staff for consideration.</p>			

## C. Preferred RTO grant projects

The RTO subcommittee identified priority strategies and projects as part of the strategic plan development process. Local jurisdictions, business and community groups and other non-profit organizations will be invited to submit proposals to the RTO subcommittee for grants and will be encouraged to use this preferred projects list as a reference for program and project development. Section 5 provides more details about each strategy.

- Neighborhood-based individualized marketing projects.
- Target audience (i.e. seniors, youth, etc.) individualized marketing projects.
- Employer outreach programs including trip reduction campaigns and competitions.
- Walking and cycling encouragement services and programs.
- Local walking and cycling maps.
- Marketing and outreach to new residents and people who relocate.
- Marketing and outreach to drivers impacted by construction projects to reduce delays and promote travel options.
- Marketing and outreach to families with children, including Safe Routes to School programs.
- Public-private partnerships that advance RTO program goals, such as TMA feasibility studies and start-up funding, grants for ongoing TMA marketing activities, carsharing feasibility studies and implementation support.
- Parking management studies and strategy implementation.
- End-of-trip facilities, such as bicycle racks, lockers and bike stations.
- Pedestrian and bicycle way-finding signs and systems in centers.
- Small-scale marketing projects in centers such as promotion of circulation transit service and guides to local activity.
- Location-efficient living strategies.

## **D. Employer outreach work programs**

Several regional partners, chief among these being Metro, TriMet and SMART, carry out the employer and commuter outreach goals, objectives and strategies identified in this plan. The partners encourage employers to offer incentives and provide facilities that support employee use of travel options, provide technical assistance to employers to support compliance with the Oregon ECO (Employee Commute Options) Rule and use of the Oregon Business Energy Tax Credit (BETC) program, and provide training for Employee Transportation Coordinators. This description will summarize these three partners' work plans and expected outcomes for FY 2009 and 2010.

Additionally, it is noted that TMAs are also involved in Commuter programs, but their emphasis on this program work varies, depending on the TMA's particular areas of focus. Therefore, they are not included in this description.

### **Metro commuter programs and services**

#### **Employer and commuter outreach**

Public outreach events consist primarily of taking part in employer and community events. At employer events the focus is on providing ride-matching information and assistance to employees, and promoting Metro programs CarpoolMatchNW.org and Metro VanPool. At the community events the focus is broadened to include information covering the spectrum of all of people's trips, including commute trips, through the Drive Less. Save More. collaborative marketing campaign. Each event requires between three and eight hours of preparation and outreach time. Over the next two fiscal years Metro will participate in up to three employer events and approximately one community festival each month.

#### **CarpoolMatchNW.org**

Approximately 8,800 people are registered in CarpoolMatchNW.org, the region's ride-matching website and database. The current pace of growth in the number of registrants on CarpoolMatchNW has been 30 percent annually. Assuming a 20 percent rate of growth, it is expected that an additional 1,700 new registrations will occur in FY 2009 and 2,040 new registrations in FY 2010, bringing the total number of registrants to over 12,000.

Tasks related to this objective include promotion of the site, fielding phone calls and emails, and purging the database on a periodic basis.

In 2008, it is anticipated that the functionality of the region's ride-matching website will be enhanced and updated as Metro joins a consortium of public and private non-profit agencies led by Washington State DOT (WSDOT). The WSDOT project will result in the procurement of a third-party ride-matching system that will cover Washington, Idaho and Oregon. The new system will feature increased automation of many administrative functions. As such, it is hoped, but not yet assured that administrative time requirements for maintaining CarpoolMatchNW.org can be reduced or held level as the number of registrants grows.

## **Metro VanPool**

Metro assumed operations of the regional vanpool program from TriMet in July 2006. Beginning in February 2007, a new incentive funding program was initiated and new marketing efforts began. Using FTA Capital Cost of Contracting guidelines, eligible vanpools are funded at 50 percent of the total lease cost, which covers the capital portion of the van cost. Since this funding mechanism was implemented, along with a corresponding marketing effort, the program has seen a net increase of 10 vans, bringing the program total to 26 as of February 2008. Assuming this same rate of growth, there will be a expected 76 vans in the program by 2013.

The program was launched as a pilot and is still in the refinement process. There are several tasks to be undertaken in the next two years. Given the fact that the Portland commuter market covers portions of two states, there is still work to be done to develop a long-term funding and administrative mechanism that maximizes the various regional partners' strengths and opportunities.

A. Funding – The vanpool program currently has three primary sources of funding, with various restrictions upon their use.

- C-TRAN administers CMAQ funding for the Vancouver, Washington region and has indicated they will provide funding for vans originating in Washington. An agreement between Metro and C-TRAN is being drafted. C-TRAN has expressed interest in looking at how best to operate and fund a regional vanpool program, drawing on the strengths and opportunities that exist both in Oregon and Washington. Currently 12 vans are funded with this source.
- ODOT provides funding for vans traveling a minimum of 20 miles one-way. ODOT stipulates that its funding is to be used for the first two years of a van's existence, then switched to another source of support, typically, 5307 funds. Nine vans are funded by ODOT. Two vans will reach their allotted 24 months of ODOT assistance by July 1, 2008 and will need an alternative source of funding in order to maintain the same passenger rate. The remaining seven vans will lose ODOT funding in 2009.
- A portion of the RTO program MTIP allocation designated for vanpool incentives is the third source of funding. Five vans are funded with MTIP dollars. These funds are the least restrictive of the three sources available to the vanpool program, but are also the most in demand by other RTO programs. Thus, their availability is limited.

While not directly used in the vanpool program, a fourth funding source is available from the Oregon Department of Energy's Business Energy Tax Credit (BETC) program. Vanpool operations are an eligible project under BETC rules. Funds generated through this funding source are considered locally generated and are therefore used as a portion of the local match required for federal funds, as well as for program expenses that are ineligible for federal funding. Applying for BETC requires tracking the mileage and cost of the vanpool program that is in turn applied to a formula to determine the amount of funding received. The Department of Energy pays 35 percent of eligible project costs in the form of a state tax credit.

Since Metro is a government agency and as such does not have a state tax liability, these tax credits are “sold” at a rate of 28 percent to a business with a tax liability that in turn takes the credit against their taxable liability.

As alluded to above, there are significantly different vanpool funding models in Oregon and Washington, based largely on the difference in scale between the two states’ programs. The Oregon model is to use public dollars to buy down the cost of leased vans from third-party vendors. ODOT does provide start-up grant funding for vanpools, but does not provide funding for vehicle purchases. There are currently around 45 vanpools operated by rideshare agencies in Oregon.

Washington, on the other hand, has over 1,000 vanpools in operation, virtually all of which are publicly owned. WSDOT’s program provides funding to transit districts for van purchases, thus providing a greater degree of control over costs and usage of the vehicles.

B. Administration – A long-term program management model needs to be determined. Metro is interested in exploring how best to partner with C-TRAN to improve service delivery and increase cost effectiveness. C-TRAN is interested in increasing their regional involvement in vanpooling and has indicated to Metro that they want to jointly explore all of the funding and administrative options available to both agencies, including switching the vans over to the WSDOT program and acting as the recipient of 5307 funds generated by the vanpool program. (Currently, the vanpool program does not have a 5307 funding partner and is therefore not receiving a significant source of support for which it is otherwise eligible.) Metro and C-TRAN will discuss this issue in early 2008 and develop a recommended administrative structure based on the outcomes of those conversations.

### **SMART Options Employer and Community Outreach**

The City of Wilsonville Outreach plan is designed to enhance the relationship between the City of Wilsonville/SMART and local employers. The primary goals of the SMART Options program are to:

- Increase awareness of transportation options available in Wilsonville and the region
- Reduce drive alone trips
- Strengthen and increase communication between SMART, the City of Wilsonville, Chamber of Commerce, local businesses of all sizes, and community organizations.

Program goals for FY 2009 and 2010 are to promote and encourage ridership on SMART and Westside Express Service (WES), and promote regional travel options.

### **Business Outreach**

SMART staff will meet one-on-one with Wilsonville’s largest employers to present WES information, new Transit Master Plan, proposed future-funding strategy and BETC opportunities. SMART will interview these groups to learn more about their organization, needs and concerns, seek their involvement as a BETC partner, and invite to grand opening

events for WES. In addition, all 900 Wilsonville Employers will receive an invitation to open houses and other meetings regarding WES, the Transit Master Plan, future funding strategies, BETC and transportation options available in the region. Other tasks include:

- Assist the 25 Wilsonville DEQ-ECO affected employers with rule compliance. Provide survey design and analysis, assistance with Trip Reduction Plans and onsite incentive programs.
- Promote the Walk SMART program and offer incentives and presentations at company wellness fairs.
- Promote regional travel options campaigns: Carefree Commuter Challenge, Drive Less Save More, Carpool Match NW, Metro Vanpool, and Bike Commute Challenge.
- Promote new PCC TDM Class – recruit students to attend the new PCC class offered through WTA.
- Collaborative project with local High School and ODOT to design pedestrian and bicycle improvements for under the Interstate 5 exit 283 underpass.

SMART projects the annual VMT reduction due to marketing and outreach of commuter rail and new SMART service of 224,000 VMT. This number is conservative and does not capture other TDM related activities that encourage carpool, bike, walk and other non SOV modes of transportation.

### **TriMet Employer Program**

In 2007-2008 there were 253 employers on annual transit programs. The goal is to increase that number by at least five percent for a total of 266 annual programs in 2008-2009.

In 2007 - 2008 there were 245 employers on monthly transit programs. The goal is to increase that number by at least five percent for a total of 257 monthly programs in 2008-2009.

In FY 2010 the program will focus on outreach to employers along the MAX Green Line, beginning revenue service in September of 2009. The goal is to reach employers within a ½ mile of the new stations as well as those located along connecting bus lines. The details of this outreach are still being developed and should be available by November of 2008.

The plan is to increase annual employer programs by five percent, totaling 279 annual programs in FY 2010.

The plan is to increase monthly employer programs by five percent, which would mean a total of 270 monthly programs in FY 2010.

### **Westside Express Service (WES)**

In addition to the usual activities of working with employers throughout the region to develop and maintain transportation programs, in FY 2009 TriMet will also focus on Westside Express

Service (WES) outreach. This new commuter rail line will begin revenue service in the fall of 2008. The outreach process will include sending a direct mail piece to 2,150 employers within ½ mile of a WES station or ¼ mile of bus stop with connecting service to WES and following up via phone to all employers with 20+ employees (845).

To achieve this, TriMet staff will make an average of 25 calls a week during March, April and May with the goal of setting up approximately 120 transportation fairs taking place in April, May and June. Information shared at transportation fairs will include all non-SOV options.





## E. Summary of RTP goals and supporting RTO strategies

RTP Goal	RTP Objective	Potential RTP Action	RTO supporting strategy
<p><b>Goal 1 Foster vibrant communities and efficient urban form</b> Land use and transportation infrastructure decisions are linked to promote an efficient and compact urban form that fosters vibrant, healthy communities; optimizes public investments; and supports active transportation options, jobs, schools, shopping, services, recreational opportunities and housing proximity.</p>	<p><b>Objective 1.1 Compact urban form and design</b> - Use transportation investments to reinforce growth in, and multimodal access to 2040 Target Areas and ensure that development in 2040 Target Areas is consistent with and supports the transportation investments.</p> <p><b>Objective 1.2 Parking Management</b> - Minimize the amount of land dedicated to vehicle parking.</p>	<p>1.1.4. Support the development of tools aimed at reducing vehicle miles traveled per person, including transit-oriented development, car sharing, location efficient mortgage.</p> <p>1.2.4. Manage and optimize the efficient use of public and commercial parking in 2040 target areas.</p>	<p><b>Objective 4.1- Leverage investments and unique qualities of local downtowns and centers to make progress toward mode split target defined in the RTP.</b></p> <p>Strategy 4.1.1. Support public-private partnerships.</p> <p>Strategy 4.1.2. Study and implement parking management strategies.</p> <p>Strategy 4.1.3. Support projects in centers that enhance or promote travel options.</p> <p>Strategy 4.1.4. Support location-efficient living strategies.</p>
<p><b>Goal 2 Sustain economic competitiveness and prosperity</b> Multi-modal transportation infrastructure and services support the region's well-being and a diverse, innovative, sustainable and growing regional and state economy through the reliable and efficient movement of people, freight, goods, services and information within the region as well as to destinations</p>	<p><b>Objective 2.3 Regional Mobility</b> - Maintain sufficient total person-trip and freight capacity among the various modes operating in the Regional Mobility Corridors to allow reasonable and reliable travel times through those corridors.</p> <p><b>Objective 2.5 Job Retention and Creation</b> – Foster the growth of new businesses and retain those that are already located in the region.</p>	<p>2.3.2. Implement a regional congestion management program, including coordinated regional bus service, traffic operations improvements, transit, ridesharing, telecommuting incentives, and pricing strategies.</p>	<p><b>Objective 2.1 Market and provide travel options services to employers and commuters.</b></p> <p>Strategy 2.1.1. Employer outreach programs and services.</p> <p>Strategy 2.1.2. Employer-based trip reduction campaigns.</p>

RTP Goal	RTP Objective	Potential RTP Action	RTO supporting strategy
outside the region.			
<p><b>Goal 3: Expand Transportation Choices</b> Multi-modal transportation infrastructure and services provide all residents of the region with affordable and equitable options for accessing housing, jobs, services, shopping, educational, cultural and recreational opportunities, and facilitate competitive choices for goods movement for all businesses in the region.</p>	<p><b>Objective 3.1 Travel Choices</b> - Make progress toward Non-SOV modal targets for increased walking, bicycling, use of transit and shared ride and reduced reliance on the automobile and drive alone trips.</p> <p><b>Objective 3.2 Vehicle Miles of Travel</b> - Reduce vehicle miles traveled per capita.</p> <p><b>Objective 3.3 Equitable Access and Barrier Free Transportation</b> - Provide affordable and equitable access to travel choices and serve the needs of all people and businesses, including people with low income, children, elders and people with disabilities, to connect with jobs, educational, services, recreation, social and cultural activities.</p>	<p>3.1.7. Form public/private partnerships such as Transportation Management Associations to increase education about transportation choices and support meeting non-SOV targets by land use type.</p> <p>3.1.8. Increase development and use of traveler information tools to inform choices.</p> <p>3.1.9. Incorporate car sharing into settings where the strategy is likely to reduce net vehicle miles traveled and provide an alternative to private car ownership.</p>	<p><b>Objective 4.1 Leverage investments and unique qualities of local downtowns and centers to make progress toward mode split targets defined in the RTP.</b></p> <p>Strategy 4.1.1. Support public-private partnerships</p> <p>Strategy 4.1.2. Study and implement parking management strategies</p> <p>Strategy 4.1.3 Support projects in centers that enhance or promote travel options</p> <p><b>Objective 3.1 Develop and enhance web-based traveler information tools.</b></p> <p>Strategy 3.1.1. Update and enhance ride-matching online - CarpoolMatchNW.org.</p> <p>Strategy 3.1.2. Explore development of a regional multi-modal trip-planning tool.</p> <p><b>Objective 1.1 Continue a broad based travel options marketing campaign that invites people to think about how they travel around the region.</b></p> <p>Strategy 1.1.1. Drive Less/Save More Campaign.</p> <p>(Continued on next page)</p>

RTP Goal	RTP Objective	Potential RTP Action	RTO supporting strategy
<p><b>Goal 3: Expand Transportation Choices</b></p>			<p><b>Objective 1.2 Develop and provide travel options services to targeted communities and audiences.</b></p> <p>Strategy 1.2.1. Neighborhood-based individualized marketing projects.</p> <p>Strategy 1.2.2. Promote and distribute Walk There! walking guide.</p> <p>Strategy 1.2.3. Reach new residents and people who relocate.</p> <p>Strategy 1.2.4. Reach drivers impacted by construction projects.</p> <p>Strategy 1.2.5. Reach families with children.</p>
<p><b>Goal 4 Emphasize effective and efficient management of the transportation system</b> Multi-modal transportation infrastructure and services are well-managed and optimized to improve travel conditions and operations, and maximize the multi-modal capacity and operating performance of existing and future transportation infrastructure and</p>	<p><b>Objective 4.2 Demand Management</b> – Implement services, incentives, supportive infrastructure and increase awareness of travel options to reduce drive alone trips and protect reliability, consistent with Transportation System Management and Operations (TSMO) Concept.</p>	<p>4.2.1. Implement investments that use the Transportation System Management and Operations (TSMO) Concept to increase awareness of travel options by means of services, incentives, and supportive infrastructure.</p> <p>4.2.2. Promote private and public sector programs and services that encourage employees to use non-SOV modes or change commuting patterns, such as telecommuting, flexible work hours and/or compressed work weeks.</p> <p>(Continued on next</p>	<p><b>All RTO objectives and strategies support RTP Goal 4.</b></p>

RTP Goal	RTP Objective	Potential RTP Action	RTO supporting strategy
services.		<p>page)</p> <p>4.2.3. Launch public-private partnerships in 2040 centers and corridors to encourage residents, employees and others to use non-SOV modes to foster increased economic activity in these areas.</p> <p>4.2.4. Continue rideshare tools and incentives from areas or at hours of the day under-served by transit.</p> <p>4.2.5. Consider vanpool strategy to incubate new transit service.</p> <p>4.2.6. Further study of market-based strategies, such as parking pricing, employer-based parking-cash outs and restructuring parking rates.</p> <p>4.2.7. Support ridesharing programs, park-and-ride programs, telecommuting programs, and transit benefit programs to increase peak-period travel options and reduce the rate of growth of vehicle miles traveled.</p> <p>4.2.8. Support transit-oriented development to encourage transit use.</p> <p>4.2.9. Include employers and transportation</p>	

RTP Goal	RTP Objective	Potential RTP Action	RTO supporting strategy
		management associations in project development.	
<p><b>Goal 5: Enhance Safety and Security</b> Multi-modal transportation infrastructure and services are safe and secure for the public and for goods movement.</p>	<p><b>Objective 5.1 Operational and Public Safety</b> - Reduce fatalities, serious injuries and crashes per capita for all modes of travel through investments that address safety-related deficiencies.</p>	<p>5.1.4. Promote safe use of the transportation system by motorists, bicyclists and pedestrians through a public awareness program and safety education programs.</p> <p>5.1.8. Promote transportation infrastructure that supports safe and secure walking and bicycling routes for people of all ages and abilities.</p>	<p><b>Objective 1.2 Develop and provide travel options services to targeted communities and audiences.</b></p> <p>Strategy 1.2.1. Neighborhood-based individualized marketing projects.</p> <p>Strategy 1.2.2. Promote and distribute Walk There! walking guide.</p> <p><b>Objective 3.2 Develop maps and collateral materials to support RTO marketing activities.</b></p> <p>Strategy 3.2.1. Develop and distribute bike, walking and transit system maps</p>
<p><b>Goal 6: Promote Environmental Stewardship</b></p> <p>Promote responsible stewardship of the region's natural, community, and cultural resources during planning, design, construction and management of multi-modal transportation infrastructure and services.</p>	<p><b>Objective 6.2 Clean Air</b> – Reduce transportation-related vehicle emissions to improve air quality so that as growth occurs, the view of the Cascades and the Coast Range from within the region are maintained and greenhouse gas emissions are reduced.</p> <p><b>Objective 6.4 Energy and Land Consumption</b> - Reduce transportation-related energy and land consumption and the region's dependence on unstable energy sources.</p>	<p>6.2.2. Encourage use of all low- or zero-emission modes of travel (e.g., transit, telecommuting, zero-emissions vehicles, carpooling, vanpooling, bicycles and walking)</p> <p>6.4.1. Implement investments that increase efficiency of the transportation network (e.g., reduce idling and corresponding fuel consumption) or supports efficient tripmaking decisions in the region.</p> <p>6.4.2. Promote and implement strategies to increase use of</p>	<p><b>All RTO objectives and strategies support RTP Goal 6.</b></p>

RTP Goal	RTP Objective	Potential RTP Action	RTO supporting strategy
		alternative energy vehicles and non-SOV travel modes.	
<p><b>Goal 7: Enhance Human Health</b></p> <p>Multi-modal transportation infrastructure and services enhance quality of human health by providing safe, comfortable and convenient options that support active living and physical activity, and minimize transportation-related pollution that negatively impacts human health.</p>	<p><b>Objective 7.1 Active Living</b> – Provide safe, comfortable and convenient transportation options that support active living and physical activity to meet daily needs and access services.</p>	<p>7.1.4. Remove barriers and reinforce compact development patterns to encourage walking and bicycling to basic services and nearby activities as a way to integrate exercise into daily activity</p>	<p><b>Objective 1.2 Develop and provide travel options services to targeted communities and audiences.</b></p> <p>Strategy 1.2.1. Neighborhood-based individualized marketing projects.</p> <p>Strategy 1.2.2. Promote and distribute Walk There! walking guide.</p> <p><b>Objective 4. Leverage investments and unique qualities of local downtowns and centers to make progress toward mode split target defined in the RTP.</b></p> <p>Strategy 4.1.1. Support public-private partnerships.</p> <p>Strategy 4.1.2. Study and implement parking management strategies.</p> <p>Strategy 4.1.3. Support projects in centers that enhance or promote travel options.</p> <p>Strategy 4.1.4. Support location-efficient living strategies</p>
<p><b>Goal 8: Ensure Equity</b></p> <p>Regional transportation planning, programs and investment</p>	<p><b>Objective 8.1 Environmental Justice</b> – Ensure benefits and impacts of investments are equitably distributed.</p>		<p><b>Objective 6.4 Develop an equitable and sustainable funding plan.</b></p>

RTP Goal	RTP Objective	Potential RTP Action	RTO supporting strategy
<p>decisions ensure the benefits and adverse impacts of investments and programs are equitably distributed among population demographics and geography, considering different parts of the region and census block groups with different incomes, races and ethnicities.</p>			
<p><b>Goal 9: Ensure Fiscal Stewardship</b> Regional transportation planning and investment decisions ensure the best return on public investments in infrastructure and programs.</p>	<p><b>Objective 9.2 Maximize Return on Public Investment</b> - Make transportation investment decisions that use public resources effectively and efficiently, using performance-based planning.</p> <p><b>Objective 9.3 Stable and Innovative Funding</b> – Stabilize existing transportation revenue while securing new and innovative long-term sources of funding adequate to build, operate and maintain the regional transportation system for all modes of travel at the federal, state, regional and local level.</p>		<p><b>Objective 5.1 Apply appropriate measures to programs and report findings to support investment in cost-effective strategies.</b></p> <p>Strategy 5.1.1. Measure program performance and communicate results</p> <p><b>Objective 6.1 Support strategic and collaborative program oversight.</b></p> <p><b>Objective 6.4 Develop an equitable and sustainable funding plan.</b></p>
<p><b>Goal 10: Deliver Accountability</b> The region's government, business, institutional and community leaders work together in an open and transparent manner so the public has</p>	<p><b>Objective 10.1 Meaningful Input Opportunities</b> - Provide meaningful input opportunities for interested and affected stakeholders, including people who have traditionally been underrepresented, resource agencies, business, institutional and community stakeholders, and local, regional and state jurisdictions</p>		<p><b>Objective 6.1 Support strategic and collaborative program oversight.</b></p> <p><b>Objective 6.4 Develop an equitable and sustainable funding plan.</b></p> <p><b>Objective 5.1 Apply appropriate measures</b></p>

RTP Goal	RTP Objective	Potential RTP Action	RTO supporting strategy
<p>meaningful opportunities for input in transportation decisions and experiences an integrated, comprehensive system of transportation facilities and services that bridge governance, institutional and fiscal barriers.<b>Goal</b></p>	<p>that own and operate the region's transportation system in plan development and review.</p> <p><b>Objective 10.2 Coordination and Cooperation</b> - Ensure representation in regional transportation decision-making is equitable from among all affected jurisdictions and stakeholders and improve coordination and cooperation among the public and private owners and operators the region's transportation system so the system can function in a coordinated manner and better provide for state and regional transportation needs.</p>		<p><b>to programs and report findings to support investment in cost-effective strategies.</b></p> <p>Strategy 5.1.1. Measure program performance and communicate results</p> <p><b>Objective 6.1 Support strategic and collaborative program oversight.</b></p> <p><b>Objective 1.3 Support collaboration and encourage coordination of RTO partner marketing activities.</b></p> <p>Strategy 1.3.1. Support collaboration and distribute best-practices information.</p> <p><b>Objective 2.2 Support coordination of RTO employer outreach marketing activities.</b></p> <p>Strategy 2.2.1 Support marketing partners coordination and collaboration.</p>



## F. Strategic plan development process

### Goals

- Develop a 5-year strategic plan that supports implementation of the updated RTP , Congestion Management Process, and Metropolitan Transportation Improvement Program (MTIP).
- Develop a plan that is measurable, supported by partner agency executives, and that guides program decision making and work program development.
- Engage TPAC members, RTO Subcommittee members, RTO partner organizations and stakeholders, and interested community members in the strategic planning process.
- Use the strategic planning process to develop an RTO decision-making and advisory committee structure that supports RTO program implementation.

**Phase 1: Strategic Analysis (October and November 2007)** – A kick-off workshops for RTO subcommittee members and program stakeholders was held Oct. 23, 2007. Topics included: review and update program goal, review status of current programs (outcomes and resource allocation), environment scan to identify opportunities and threats, information about alternative program models (Washington CTR, Bend Commute Options, Recycle at Work), identify most promising strategies for program implementation, and form working groups to refine strategies and recommend action plans and budgets.

The following technical working groups were formed:

- Collaboration – Discussion topics: regional marketing campaigns (Drive Less/Save More), program branding, traveler information, events outreach, schools outreach, region-wide survey, budgets/funding model, and subcommittee bylaws.
- Commuters – Discussion topics: employer outreach services, collaboration/coordination and branding; Carefree Commuter Challenge, commute modes (transit, carpool, vanpool, cycling, walking, telecommute); BETC promotion; and budgets/funding models.
- Individualized marketing – Discussion topics: home-based residential marketing efforts, recommend locations and implementation model for future projects.
- Centers – Discussion topics: TMAs, funding models for public private partnerships, relationship to regional TOD and Centers programs, locations for new TMAs, parking management and integration with other RTO programs/strategies.

**Phase 2: Develop program priorities (November 2007 to January 2008)** – Technical working groups met in November and December to identify potential strategies and projects. A prioritization workshop for RTO subcommittee members and program stakeholders was held on Dec. 11, 2007. Workshop topics included: review of working group findings and

recommendations, finalize program goals, and identify program priorities for resource allocation.

Criteria for selecting strategic plan strategies and projects:

- Potential to reduce vehicle miles of travel
- Potential to increase use of travel options
- Ease of implementation
- Timeline
- Cost effectiveness of reaching people (per person costs – large vs. small)
- How sustainable for long-term
- Regional program vs. small/local
- Serves an identified problem area
- Innovation
- Ability to measure
- Builds capacity where needed
- Complementary/supports 2040 policy

**Phase 3: Plan review and adoption (January to April 2008)** – The RTO subcommittee reviewed and provided comments on the draft plan at their Jan. 9, 2008 meeting. The subcommittee adopted the plan February 13, 2008 and forwarded it to TPAC, JPACT and the Metro Council for consideration and approval.

## G. Environment scan

The RTO subcommittee identified the following trends and issues that should be taken into consideration as part of the program strategic planning process.

- **Supportive/receptive public attitudes**

Rising gas prices and the resulting hit on consumer pocketbooks, combined with concerns about traffic congestion, global warming and our nation's dependency on foreign oil have shifted public attitudes about travel options. Public awareness research conducted in the Portland metropolitan area for the Drive Less/Save More campaign in 2007 indicates the public recognizes the importance of reducing single-person auto trips and is willing to take personal action to change travel behavior. RTO programs provide and market environment-friendly travel choices can save consumers time and money. The shift in public attitudes creates opportunities for the RTO program to expand the reach of marketing messages to new and more receptive audiences, and to deepen the commitment of those who already use travel options for some trips.

- **Focus on climate change**

Policy makers and businesses are focused on climate change in response to constituent and consumer concerns about global climate change. RTO program strategies have a demonstrated ability to change personal travel behavior and reduce vehicle miles of travel and auto emissions. The program has a uniquely positioned to support individuals and businesses that want to reduce their carbon footprint with travel options services and programs. 2008 to 2013 is also a key time to influence national, state, regional and local climate change initiatives to ensure that travel options strategies are considered and included, and to develop new revenue sources to expand implementation of RTO strategies.

- **Focus on physical activity**

Public health organizations and health care providers recognize that increased physical activity is a key strategy to reducing obesity. Rising rates of obesity have shortened life expectancy and increased health care costs. RTO strategies that support increased use of transit, walking and cycling result in increased levels of physical activity. The RTO program should seek opportunities to partner with public health organizations and health care providers to support and implement RTO strategies.

- **Diverse new residents of the region**

New residents of the region are seeking alternatives to driving alone based on familiarity with transportation systems in other parts of the United States and the world and/or the need to reduce travel costs. Some new residents cite the region's transit system and bicycle infrastructure as reasons for relocating to the Portland area (cite city of Portland bike map request data here).

- **Low-cost solutions for employers**

The RTO Employer Outreach Programs offers low-cost solutions that address employer transportation issues. Employer Outreach Programs benefit employers by reducing parking need and cost, reducing employee absenteeism and late arrivals, and improving employee productivity and morale. Transit and rideshare programs enable employers to recruit employees from a wider geographic area. And implementation of some travel options programs results in tax benefits for employers. Outreach to employers will emphasize the potential cost-savings and other benefits of establishing travel options incentives and programs for employees.

- **New web-based information and networking tools**

New web-based information-sharing tools create the opportunity for the RTO program to develop cost-effective strategies to achieve internal and external marketing and communication goals. In addition, the emergence of social networking web sites and on-line advertising creates the opportunity for the RTO program to reach new audiences with travel options marketing messages. This is critical as the market share for traditional print and electronic media is expected to continue to decrease in 2008 to 2013.

## STAFF REPORT

### IN CONSIDERATION OF RESOLUTION NO. 08-3919, FOR THE PURPOSE OF ADOPTING THE REGIONAL TRAVEL OPTIONS 2008-2013 STRATEGIC PLAN

---

Date: February 25, 2008

Prepared by: Pamela Peck

## RECOMMENDATION

Staff recommends adoption of the goals, strategies and priorities described in the Regional Travel Options (RTO) 2008-2013 Strategic Plan (Exhibit A). The recommendation includes a base budget, described in Appendix B of the strategic plan, to support program activities and describes the roles of Metro and program partners in carrying out those activities. The plan emphasizes regional collaboration and coordination to leverage resources, avoid duplication and maximize program impacts. The base budget, described in Appendix B of the strategic plan, identifies program revenue sources and will serve as the basis for future revenue development activities, including Metropolitan Transportation Improvement Program (MTIP) funding applications.

The RTO Subcommittee of Transportation Policy Alternatives Committee (TPAC) developed the RTO 2008-2013 Strategic Plan in consultation with program partners and stakeholders, and recommended adoption of the plan at their February 13, 2008 meeting.

## BACKGROUND

### Program mission

*“The regional partners will work collaboratively to provide and actively market a range of travel options for all residents and employees of the region.”*

### Program purpose

The RTO Program supports implementation of the Regional Transportation Plan (RTP) and carries out regional policy to increase use of travel options, reduce pollution, and improve mobility. Regional travel options include all of the alternatives to driving alone – carpooling, vanpooling, riding transit, cycling, walking and telecommuting.

The program maximizes investments in the transportation system and relieves traffic congestion by managing travel demand, particularly during peak commute hours. RTO strategies offer low-cost solutions that: address employer and commuter transportation needs, save consumers money, reduce vehicle emissions that contribute to air pollution and global warming, and encourage active travel modes that enhance public health and increase physical activity.

### Program partner roles

The RTO Subcommittee of TPAC provides program oversight and recommends strategic plan updates, annual work plans and budgets, and RTO policies for approval by TPAC, JPACT and the Metro Council. The subcommittee also oversees the RTO Grants Program and allocates funds to local projects and programs through a competitive process that is administered by Metro.

In 2005, Metro assumed management of the RTO program from TriMet. In this capacity, Metro administers the regional program; measures results and supports partner collaboration. Metro manages the regional Drive Less/Save More marketing campaign in partnership with the Oregon Department of Transportation (ODOT). Metro also administers the regional rideshare program, which includes the Metro VanPool incentive program, and customer service support for CarpoolMatchNW.org, the region's online ride-matching service. The 2008-2013 Strategic Plan calls for Metro to continue to manage the RTO program and to deliver the services described above. In addition, the plan calls for Metro to enhance coordination of employer and commuter programs and services.

Public and private partners carry out RTO strategies through grant agreements. TriMet, Wilsonville SMART and six local Transportation Management Associations (TMAs) receive annual funding sub-allocations to implement RTO strategies. Transportation Management Associations (TMAs) are public-private partnerships that advance area-specific strategies to reduce drive alone commute trips. The RTO program collaborates with the city of Portland's SmartTrips to reach downtown Portland employees and Portland neighborhoods. In addition, the program works with the city of Vancouver and C-TRAN to reach commuters who travel from Clark County, Washington to the Portland, Oregon area.

### **Program revenue sources**

The 2008-2013 Strategic Plan base budget, described in Appendix B, identifies three primary program revenue sources, including federal CMAQ funds allocated through the regional MTIP process, ODOT grants to support specific projects and matching funds contributed by Metro and local agencies. The program also generates Oregon Business Energy Tax Credit (BETC) funds and revenue from sales of the Bike There! map. In addition, an agreement with C-TRAN is under development to support vanpool incentives for commuters who travel from Clark County to the Portland area.

MTIP revenues are in place for the first four years of the strategic plan, FY 09 through FY 12, and the plan will be the basis for applying for funds for FY13 and FY 14. The strategic plan calls for the program to continue to seek additional grants, sponsorships and cost-sharing partnerships to leverage federal funds and support program priorities.

### **Strategic plan priorities 2008 to 2013**

- Supports new capital investments in transit, trails and other infrastructure by marketing new options to potential riders and users.
- Reach additional employers and commuters through employer outreach programs.
- Enhance traveler information services.
- Market travel options to new residents and people who relocate in the region.
- Support development of parking management strategies in local downtowns and centers.
- Support public-private partnerships to leverage investments and increase use of travel options in local downtowns and centers.
- Apply individualized marketing strategies in select locations to increase travel options use and decrease single-person car trips.
- Continue implementation of the Drive Less/Save More campaign to increase awareness and use of travel options.

### **Program impacts**

RTO strategies are expected to reduce approximately 86,600,000 vehicle miles of travel (VMT) per year from 2008 to 2013. By 2013, this represents over a 100% increase over 2006 VMT reductions produced by the program. The expected increase in VMT reductions is based upon past program performance, expected revenues, improving measurement and cost-effective investments. On a daily basis, expected VMT reductions are the equivalent of removing 19,000 autos from the road or 59 miles of autos placed

bumper-to-bumper. The result is an estimated annual reduction in fuel consumption of 4,220,000 gallons, saving businesses and consumers \$12,660,000, and reducing 42,600 tons of greenhouse gas emissions.

## **ANALYSIS/INFORMATION**

### **1. Known Opposition** None.

### **2. Legal Antecedents**

1991 Federal Clean Air Act Amendments. The need for a comprehensive regional TDM program was addressed in Metro Resolution No. 91 – 1474 in response to the Oregon Transportation Planning Rule and the Federal Clean Air Act Amendments of 1990.

TDM Subcommittee. The TPAC TDM Subcommittee was established by Metro Resolution 92 – 1610. Oversight for the development and evaluation of TDM strategies, and formation of final recommendations to TRANSPORTATION POLICY ALTERNATIVES COMMITTEE (TPAC), JOINT POLICY ADVISORY COMMITTEE ON TRANSPORTATION (JPACT) and Metro Council concerning TDM planning, programming and implementation activities were assigned to the Subcommittee.

TDM Relationship to DEQ’s Ozone Maintenance Plan (Governor’s Task Force on Motor Vehicle Emissions Reduction (HB 2214). The task force recommended a base plan focused on specific strategies to maximize air quality benefits. The air quality strategies selected by the region formed the base for a 10-year air quality maintenance plan for the Portland area. The primary TDM transportation control measures (TCMs) in the maintenance plan are the employee commute options program (ECO) and the regional parking ratio program.

Transportation Management Association (TMA) Policy. The policy basis and funding strategy for TMAs was adopted through Metro Resolution No. 98 – 2676. Metro Resolution No. 99- 2864 allocated regional funding to existing and new TMAs. Metro Resolution No. 02 – 3183 revised TMA policy by calling for balanced support of existing TMAs with the start-up of new TMAs.

2000 Regional Transportation Plan. The RTP establishes regional TDM policy and objectives to help reduce vehicle trips and vehicle miles traveled. Chapter 1 (Ordinance 00 – 869A and Resolution 00 – 2968B) provides TDM policies and objectives that direct the region’s planning and investment in the regional TDM program.

Regional Travel Options 5-Year Strategic Plan. The strategic plan established a new vision for the region’s transportation demand management programs and proposed a reorganized and renamed Regional Travel Options program that emphasized partner collaboration to implement an integrated program with measurable results. JPACT and the Metro Council adopted the plan through Resolution No. 04-3400, which also renamed the TDM Subcommittee the RTO Subcommittee, and was adopted in January 2004.

2035 Regional Transportation Plan. The federal component of the plan, pending air-quality analysis, was approved by Metro Council Resolution No. 07-3831B on Dec. 13, 2007. The RTP establishes system management and trip reduction goals and objectives that are supported by the RTO program strategies.

### **3. Anticipated Effects**

**Allocation of funds to local projects and programs:** The strategic plan base budget, described in Appendix B of the strategic plan, identifies annual funding sub-allocations for TriMet and Wilsonville

SMART. TriMet will apply directly to the Federal Transit Administration for funds and the RTO program's MTIP allocation will be amended to sub-allocate those funds to TriMet.

The RTO Grants Program will allocate grant funds to support neighborhood-based individualized marketing projects and other local projects through a competitive grant process administered by Metro. A list of preferred grant projects that advance program priorities is included in the strategic plan (Exhibit A).

**Discussion of TMA funding policy:** The strategic plan calls for the RTO program to update TMA funding policies to better address RTO program goals and enhance local capacity to carry out RTO strategies. The TMA funding discussion will likely impact annual TMA funding sub-allocations and may reduce or increase the amount of funds individual TMA's receive from the RTO program. The Strategic Plan base budget, described in Appendix B of the strategic plan, assumes ongoing support for TMAs at current funding levels. RTO Grant program funds would be used to support an increase in the annual TMA allocation. The RTO subcommittee of TPAC will make recommendations to TPAC, JPACT and the Metro Council on this issue in the coming months.

#### **4. Budget Impacts**

The Metro Planning Department budget for FY 08 includes MTIP and grant funds to support the current level of RTO activities carried out directly by Metro. The strategic plan base budget calls for additional Metro support for program administration and employer outreach coordination and recommends allocating additional MTIP funds to Metro for this purpose. A Metro budget amendment to support strategic plan implementation will be forwarded to the Metro Council for consideration in the coming weeks. The amendment will propose .4 FTE in additional administrative support, such as the development of grant agreements and payment of vendors, and .5 FTE to support employer and commuter program activities, for a total of .9 FTE. The amendment will have a budget impact of \$30,600 in FY 08. Federal funds will support 89.73% of the cost and BETC funds will be proposed to provide the 10.27% local match. This will be described in detail in the budget amendment.

#### **RECOMMENDED ACTION**

1. Approve the mission, goals, strategies and actions in Exhibit A, Regional Travel Options 2008-2013 Strategic Plan.
2. Approve the base budget and funding sub-allocations to program partners described in Appendix B of the Regional Travel Options 2008-2013 Strategic Plan, actual funding levels will be established through the MTIP decision-making process.