

**SOUTHWEST WASHINGTON
REGIONAL TRANSPORTATION COUNCIL
(RTC)**

UNIFIED PLANNING WORK PROGRAM

FOR

FISCAL YEAR 1999

**Southwest Washington Regional Transportation Council
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March 1998

FISCAL YEAR 1999 UNIFIED PLANNING WORK PROGRAM: INTRODUCTION

Purpose of UPWP

The Unified Planning Work Program (UPWP) is prepared annually by the Southwest Washington Regional Transportation Council (RTC), as designated Metropolitan Planning Organization (MPO) for the Clark County urban area. RTC is also the designated Regional Transportation Planning Organization (RTPO) for the three-county area of Clark, Skamania and Klickitat. RTC's UPWP was developed in coordination with the FY99 transportation planning program to be undertaken by WSDOT Southwest Region. All regional transportation planning activities as part of the continuing transportation planning process proposed by the MPO/RTPO, as well as Washington State Department of Transportation and local agencies, are documented in the UPWP. The financial year covered in the UPWP runs from July 1, 1998 through June 30, 1999.

The UPWP focuses on the transportation work tasks that are priorities to federal or state transportation agencies, and those tasks considered a priority by local elected officials. The planning activities relate to several modes of transportation and include planning issues significant to the Regional Transportation Plans (RTPs) for the three-county region and the Metropolitan Transportation Plan (MTP) for the Clark County region. Since RTC was established in 1992, the agency's role and program of planning activities has continually evolved. RTC has moved from initial organizational steps of establishing a regionally coordinated transportation planning and project prioritization process, to completing a series of major transportation planning studies and policy activities. In FY98 the focus was on working closely with local jurisdictions on concurrency and congestion monitoring issues. Two major study efforts began in FY98 looking at the feasibility of High Occupancy Vehicle and Commuter Rail between Vancouver and Portland. The federal transportation act, the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA) ended in 1997 and was extended for an additional six months. It is hoped that the next multi-year act will soon be passed by Congress to provide further direction for regional transportation planning activities for FY99 and beyond.

UPWP Objectives

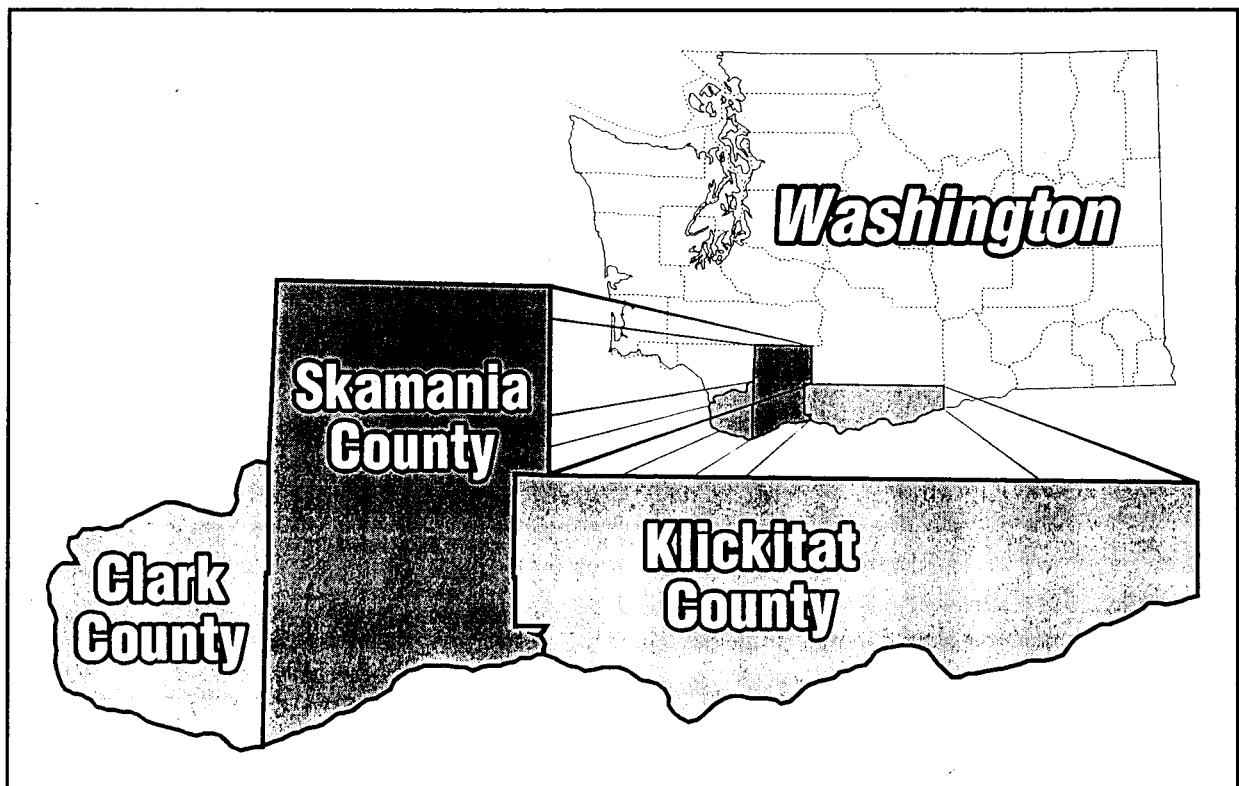
The UPWP describes the transportation planning activities and summary of local, state and federal funding sources required to meet the key transportation policy issues of the upcoming year. It reflects regional transportation problems and projects to be addressed during the next fiscal year. Throughout the year, the UPWP serves as the guide for planners, citizens, and elected officials to track transportation planning activities. It also provides local and state agencies in the Portland/Vancouver Metropolitan Area and RTPO region with a useful basis for regional coordination.

The **key transportation issues** facing the region during FY99 include:

- Providing for the rapid growth that the region is experiencing. Between 1990 and 1997, Clark County's population grew by 33 percent. A corresponding proportional investment in expanding transportation system capacity has not occurred. The result of fast-paced growth and slow transportation system investment is a loss of mobility for people and goods due to increasing levels of traffic congestion. With this scenario, the region needs to ensure that the most cost-effective transportation projects are prioritized.
- Identifying the region's priority transportation projects and completing a six-year transportation strategy.
- Adopting a 1999-2001 Transportation Improvement Program (TIP) to reflect programming of the region's priority projects and funding programs under the federal transportation act.

- Implementing plans adopted under the Washington State Growth Management Act and implementing the 1991 federal Intermodal Surface Transportation Efficiency Act and its anticipated successor Act.
- Completing a High Occupancy Vehicle Study to determine possible High Occupancy Vehicle (HOV) and High Capacity Transit (HCT) needs/demand, feasibility, design, potential corridors, cost and public acceptance.
- Completing a commuter rail study to determine the feasibility for establishing commuter rail options between Vancouver and Portland.
- Addressing environmental issues relating to transportation, including seeking ways to reduce the transportation impacts on air quality.
- Continuing the congestion management monitoring program.
- Evaluating freight transportation needs.
- Study of the application of Intelligent Transportation Systems (ITS) technology in the I-5/Highway 99 corridor.
- Proposal to Congress to designate the I-5 corridor as a National Trade Corridor. A proposed I-5 Portland-Vancouver Trade Corridor Study would include addressing the I-5 North corridor and its role in the regional economy.
- Working to address bi-state transportation needs in cooperation with Metro, Portland.
- Coordinating with Washington State Department of Transportation on development of the Washington Transportation Plan.
- Involving the public in identifying transportation needs, issues and solutions in the region.

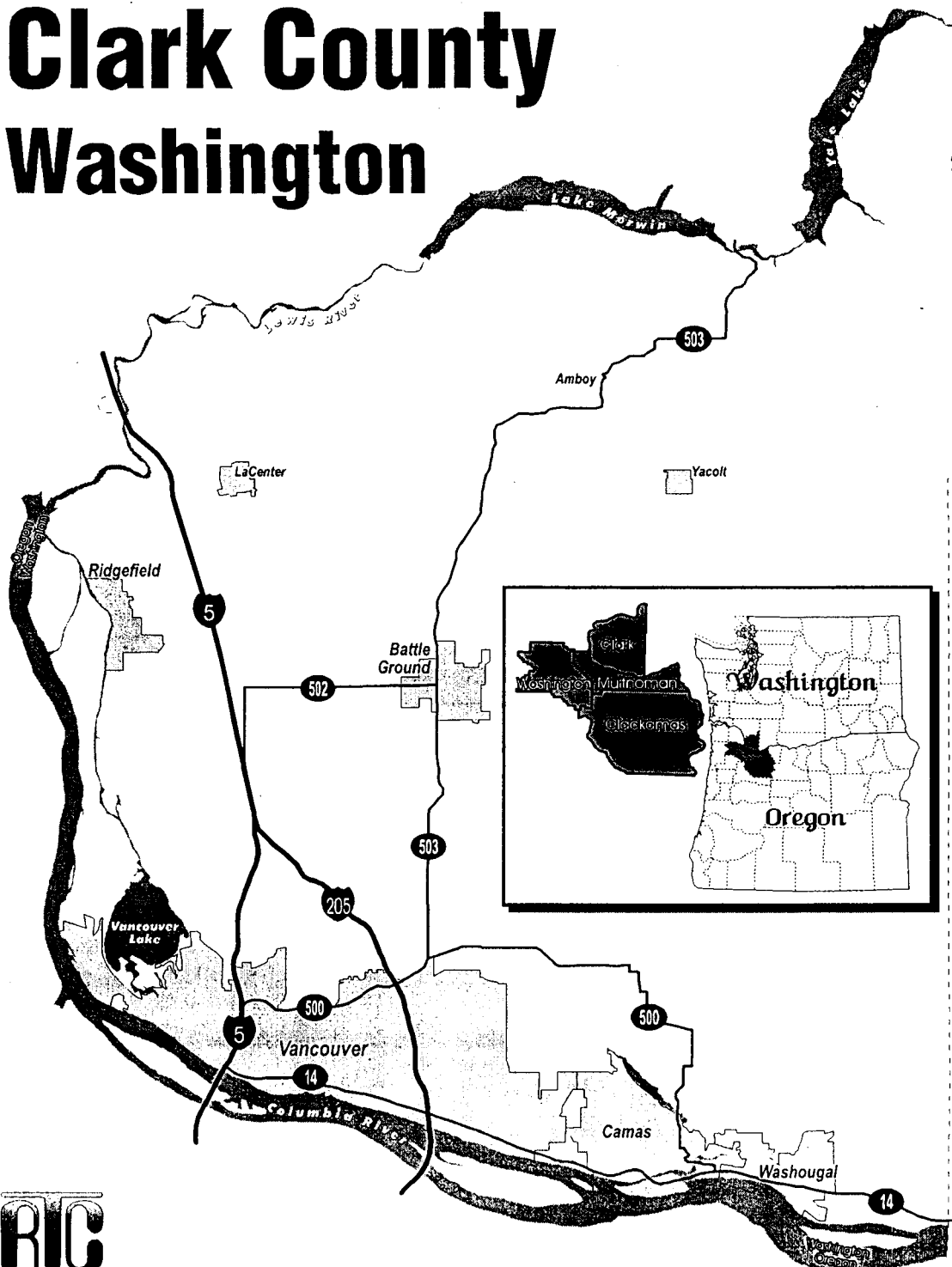
SOUTHWEST WASHINGTON REGIONAL TRANSPORTATION COUNCIL (RTC)
EXTENT OF RTC REGIONAL TRANSPORTATION PLANNING ORGANIZATION REGION



SOUTHWEST WASHINGTON REGIONAL TRANSPORTATION COUNCIL (RTC)

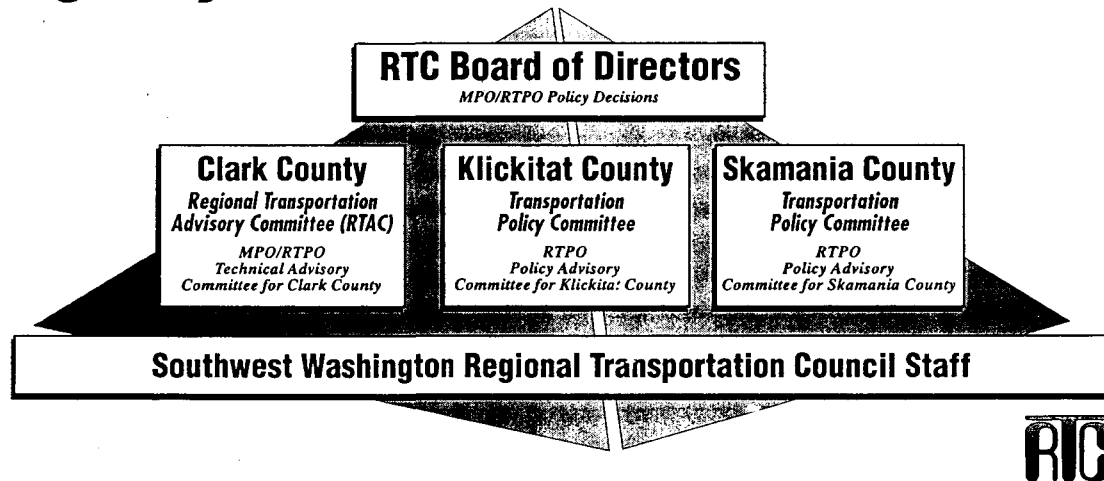
EXTENT OF RTC METROPOLITAN PLANNING ORGANIZATION REGION
SHOWING INCORPORATED AREAS WITHIN CLARK COUNTY

Clark County Washington



SOUTHWEST WASHINGTON REGIONAL TRANSPORTATION COUNCIL (RTC)

RTC: AGENCY STRUCTURE

Agency Structure

RTC: TABLE OF ORGANIZATION	
Position	Duties
Transportation Director	Overall MPO/RTPO Planning Activities, Coordination, and Management
Sr. Transportation Planner	MTP, UPWP, I-205 and East-West Arterials Study
Sr. Transportation Planner	TIP, Project Programming, RTPO in Skamania and Klickitat Counties, traffic counts
Sr. Transportation Planner	HCT, Bi-State, Air Quality, Management Systems
Sr. Transportation Planner	HCT, Regional Travel Forecasting Model, Air Quality
Sr. Technical Transportation Planner	Regional Travel Forecasting Model
Sr. Technical Transportation Planner	Computer Systems, GIS, Cartography
Administrative Staff: 2½ Positions	General administrative and accounting duties

Participants, Coordination and Funding Sources

Consistent with the 1990 State Growth Management Act legislation, the Regional Transportation Council (RTC) Board of Directors has been established to deal with transportation policy issues in the three-county RTPO region. Transportation Policy Committees for Skamania and Klickitat Counties are in place and a Regional Transportation Advisory Committee (RTAC) for Clark County. (Refer to *Agency Structure* graphic, Page iv).

A. Clark County

The primary transportation planning participants in Clark County include the following: the Regional Transportation Council, C-TRAN, Washington State Department of Transportation, Clark County, the cities of Vancouver, Camas, Washougal, Ridgefield, Battle Ground and La Center and the town of Yacolt, the ports of Vancouver, Camas-Washougal, and Ridgefield, and two federal agencies, the Federal Transit Administration (FTA) and the Federal Highway Administration (FHWA). In addition, the Department of Ecology (DOE) is involved in the transportation program as it relates to the State Implementation Plan for carbon monoxide and ozone. As the designated MPO for the Clark County Urban Area, RTC annually develops the transportation planning work program and endorses the work program for the entire metropolitan area. RTC is also responsible for the development of the Regional Transportation Plan, the Transportation Improvement Program, and other regional transportation studies, operational and near-term transit planning. C-TRAN regularly adopts a *Transit Development Plan* (TDP) which provides a comprehensive guide to C-TRAN's future development and has information regarding capital and operating improvements over the next six years. The TDP, required by RCW 35.58.2795, sets forth those projects of regional significance for inclusion in the Transportation Improvement Program within the region. to be provided in the annual Transit Development and Financial Program. WSDOT is responsible for preparing *Washington's Transportation Plan*; the long-range transportation plan for the state of Washington. RTC cooperates and coordinates with WSDOT, at the Southwest Region and Headquarters' level, in ensuring that results from regional and local planning studies are incorporated into Statewide plans. RTC and WSDOT also cooperate in involving the public in development of transportation policies, plans and programs.

WSDOT, the Community Development and Public Works Departments of Clark County and Departments of Preservation and Development and Public Works of the City of Vancouver conduct project planning for the highway and street systems related to their respective jurisdictions.

The coordination of transportation planning activities includes local and state officials in both Oregon and Washington. Coordination occurs at the staff level through involvement on advisory committees (RTC's RTAC and Metro's TPAC). Mechanisms for local, regional and state coordination are spelled out formally in a series of Memoranda of Agreement and Memoranda of Understanding (MOU). These memoranda are intended to assist and complement the transportation planning process:

1. The organizational and procedural arrangement for coordinating activities such as procedures for joint reviews of projected activities and policies, information exchange, etc.
2. Cooperative arrangements for sharing planning resources (funds, personnel, facilities, and services).
3. Agreed upon base data, statistics, and projections (social, economic, demographic) on the basis of which planning in the area will proceed.

An agreement between RTC and Metro is in place. Memoranda of Understanding (MOUs) between RTC and Southwest Washington Air Pollution Control Authority (SWAPCA), and RTC and C-TRAN, the

local public transportation provider, were adopted by the RTC Board on January 4, 1995 (Resolutions 01-95-02 and 01-95-03, respectively). A Memoranda of Understanding between RTC and Washington State Department of Transportation was adopted by the RTC Board at their August 1, 1995 meeting (RTC and WSDOT MOU; RTC Board Resolution 08-95-15).

Issues of Interstate Significance

Both RTC and METRO have recognized that bi-state travel is an important part of the Portland-Vancouver regional transportation system and it is in the best interest of the region to keep this part of the system functioning efficiently. Currently, several locations on the I-5 and I-205 north corridors are at or near capacity resulting in frequent traffic delays. The need to resolve increasing traffic congestion levels and to identify long term solutions continues to be a priority issue. Also of significance is the implementation of air quality maintenance plans for ozone and Carbon Monoxide.

RTC Board of Directors

Cities East	Mayor Charles Crumpacker (Washougal) [President]
Ports	Commissioner Bob Moser (Vancouver)
Clark County	Commissioner Mel Gordon
Clark County	Commissioner Betty Sue Morris
Clark County	Commissioner Judie Stanton [Vice-President]
City of Vancouver	Mayor Royce Pollard
City of Vancouver	Vernon Stoner (City Manager)
Cities North	Mayor Bill Ganley (Battle Ground)
C-TRAN	John Ostrowski (Acting Executive Director)
WSDOT	Donald Wagner (Southwest Regional Administrator)
ODOT	Dave Williams
Metro	Metro Councilor Ed Washington
Skamania County	Commissioner Judy Carter
Klickitat County	Commissioner Ray Thayer

Regional Transportation Advisory Committee Members

WSDOT Southwest Region	Mary Legry / Doug Ficco
Clark County Public Works	Pete Capell
Clark County Planning	Jerri Bohard
City of Vancouver, Public Works	Thayer Rorabaugh
City of Vancouver, Community Development	Azam Babar
City of Washougal	Mike Conway
City of Camas	Eric Levison
City of Battle Ground	Paul Haines
City of Ridgefield	City Clerk
C-TRAN	Deb Wallace
Port of Vancouver	Bernie Bills
ODOT	Dan Layden
Metro	Rich Ledbetter
Regional Transportation Council	Dean Lookingbill

B. Skamania County

The Skamania County Transportation Policy Committee was established in 1990 to oversee and coordinate transportation planning activities in the RTPO Skamania region.

Skamania County Transportation Policy Committee

Skamania County
City of Stevenson
WSDOT, Southwest Region
Port of Skamania County

Commissioner Judy Carter
Monica Masco, City Council Member
Donald Wagner, SW Regional Administrator
Anita Gahimer, Port Manager

C. Klickitat County

The Klickitat County Transportation Policy Committee was established in 1990 to oversee and coordinate transportation planning activities in the RTPO Klickitat region.

Klickitat County Transportation Policy Committee

Klickitat County
City of White Salmon
WSDOT, Southwest Region
Port of Klickitat

Commissioner Ray Thayer
Mayor Roger Holen
Donald Wagner, SW Regional Administrator
Elmer Stacy, Port Manager

1. REGIONAL TRANSPORTATION PLANNING PROGRAM

The Regional Transportation Planning Program encompasses MPO/RTPO planning activities including (A) Metropolitan Transportation Plan, (B) Regional Transportation Improvement Program, (C) Congestion Management Monitoring, (D) Regional High Occupancy Vehicle Study, (E) Commuter Rail, (F) Skamania County RTPO, and (G) Klickitat County RTPO. This region's 1998/9 regional transportation planning program will focus on continuing implementation of the transportation requirements of the State's Growth Management Program, the federal Transportation Act, and the Federal Clean Air Act Amendments of 1990, as well as monitoring performance of the transportation system.

All RTPO planning activities are incorporated into Regional Transportation Plans which include regional transportation policies, goals, data, and identify transportation needs in Clark, Skamania and Klickitat counties. The Plans are the principal transportation planning documents which help to guide work of agencies throughout the RTPO region involved in transportation planning and programming of projects. Federal transportation funding for individual projects within the Clark County MPO region is dependent upon their consistency with the Metropolitan Transportation Plan (MTP); the Regional Transportation Plan for Clark County. Growth in population and employment and continued monitoring and analysis of transportation system performance lead to the need to review and update the Metropolitan Transportation Plan (MTP). The proposed FY99 update will incorporate results of the High Occupancy Vehicle Study and recommendations of the Commuter Rail Feasibility Study. It will also incorporate new or revised regional transportation system needs. The update will also include recommendations from the six-year transportation strategy and prioritization process of MTP projects. Clean Air Act conformity analysis must be carried out on the updated Plan.

Federal law requires that the MPO, in cooperation with the state and affected transit operators, develop a Transportation Improvement Program (TIP) which must include a priority list of projects and project segments for the next 3 years, together with a realistic financial plan. Projects included are those proposed for federal highway and transit funding. It is anticipated that a 1999-2001 TIP will be adopted in fall 1998 subject to the impending re-authorization of the federal transportation act. Air quality conformity analysis will be carried out on the Program.

ISTEA designates regions of over 200,000 population, such as Clark County, as Transportation Management Areas (TMAs). Within the TMA, the MPO, in consultation with the state, selects projects for Surface Transportation, Congestion Mitigation/Air Quality and federal Transit Programs. Under ISTEA, TMAs must have a Congestion Management System in place, to include both travel demand reduction and operational management strategies. In FY99, RTC will focus on continuing implementation of the Traffic Congestion Management System the RTC Board adopted in May, 1995 with a continuing Congestion Management Monitoring element. The program supports development of the MTP, concurrency management programs of local agencies, development of the regional travel forecasting model, TIP and implementation of the Congestion Management System.

Two significant regional transportation planning studies began in FY98 will continue into FY99. The Regional High Occupancy Vehicle Study is examining transportation corridors, evaluating HOV options, and will recommend an HOV system plan for implementation in Clark County. The Study will define policies and objectives, identify the need and benefits, and identify the location of possible corridors and/or facilities. The purpose of the Commuter Rail study is to determine the feasibility of commuter service between Vancouver and Portland. The study is examining critical issues in commuter rail implementation including schedule reliability, operations, shared use with freight and intercity passenger needs, capital and operating costs, ridership and transit service objectives.

RTPO program activities for Klickitat and Skamania Counties are described in the Skamania County RTPO and Klickitat County RTPO work elements.

1A. METROPOLITAN TRANSPORTATION PLAN

The Metropolitan Transportation Plan serves as the Regional Transportation Plan (RTP) for the Clark County metropolitan region to promote and guide development of an integrated intermodal and multimodal transportation system that facilitates the efficient movement of people and goods, using environmentally sound principles and fiscal constraint. An update to the December, 1994 *Metropolitan Transportation Plan (MTP) for Clark County* was adopted in December, 1996 and a subsequent amendment adopted in December 1997. The 1996 update was primarily a technical update to incorporate revised demographic forecasts for the Clark County region, update the designated regional transportation system and list of system improvements. The 1996 review resulted in initiating work on a new current year (1996) travel forecasting model calibration, identification of policy issues and need for work on a six-year strategic plan. The 1997 amendment focused on changes to the recommended regional transportation system. With transportation needs in the 20 year period outpacing forecast revenues, the 1997 amendment resulted in the beginning of a process to prioritize MTP-recommended transportation projects. This will be completed by early FY99 and will be reported on in the FY99 MTP update.

The Metropolitan Transportation Plan (MTP) work element includes (i) review and update of the MTP, (ii) consideration of the environment during MTP development in accordance with the State Environmental Policy Act (SEPA) and National Environmental Policy Act (NEPA), (iii) continuing MTP development and (iv) incorporation of system monitoring and performance analysis results.

Work Element Objectives

(i) Plan Review and Update

1. Update of the Metropolitan Transportation Plan (MTP) for compliance with GMA and ISTEAA and consistency with state, local and regional plans. The Plan was last amended by an action of the RTC Board in December 1997. The MTP is to be regularly updated to reflect changing trends, conditions, regulations and study results. According to state requirements the Plan is to be reviewed for currency every two years and under federal rules, the Plan must be updated at least every three years. The Plan for Clark County covers a county-wide-area, the area encompassed by the Metropolitan Area Boundary, and covers a 20-year planning horizon.
2. To comply with state standards and to incorporate the provisions of revised RCW 47.80 (SHB 1928 codified) the updated MTP must include the following components:
 - a. A statement of the goals and objectives of the Plan.
 - b. A statement of land use assumptions upon which the Plan is based.
 - c. A statement of the regional transportation strategy employed within the region.
 - d. A statement of the principles and guidelines used for evaluating and development of local comprehensive plans.
 - e. A statement defining the least cost planning methodology employed within the region.
 - f. Designation of the regional transportation system.
 - g. A discussion of the needs, deficiencies, data requirements, and coordinated regional transportation and land use assumptions used in developing the Plan.
 - h. A description of the performance monitoring system used to evaluate the plan, including Level of Service (LOS) parameters consistent with federal management systems, where applicable, on all state highways at a minimum.

- i. An assessment of regional development patterns and investments to ensure preservation and efficient operation of the regional transportation system.
 - j. A financial section describing resources for Plan development and implementation.
 - k. A discussion of the future transportation network and approach.
 - l. A discussion of high capacity transit and public transportation relationships, where appropriate.
3. To comply with ISTEA, the sixteen transportation planning factors to be considered in the regional transportation planning process, are to be addressed in the MTP. The sixteen factors include the consideration of both freight and people movement. The sixteenth factor is the need to address recreational travel and tourism in developing plans and programs. With reauthorization of the federal act due in FY98, any new federal requirements will be accounted for in a MTP update.
 4. Public participation and review of the MTP, as well as inter-agency review of the Plan.
 5. Although the National Highway System Designation Act of 1995 made ISTEA's six management systems optional at the state level, it did not remove the need for Transportation Management Areas (TMAs), such as Clark County, to maintain Congestion Management Systems (CMSs) as part of the Metropolitan Planning Organization's (MPO) planning process. The RTC Board adopted Transportation Management Systems (TMS) work completed by RTC at their May 2, 1995 meeting (RTC Board Resolution 05-95-14). Management systems include the consideration of multimodal intermodal linkages, transit, TDM and TSM strategies as alternatives to Single Occupant Vehicle capacity projects. Work on management systems will continue in this region with system monitoring through integration of CMS strategies into the MTP and through system performance monitoring to be reported in the MTP update. WSDOT's Public Transportation Office manages the State's Public Transportation Management System (PTMS).
 6. Incorporation of recommendations and projects for development of the High Speed Train corridor, the Pacific Northwest Rail Corridor from Oregon to Vancouver BC, which runs through Clark County. Improvement of the Vancouver Amtrak rail station is proposed.
 7. MTP development relies on analysis results from the 20-year regional travel forecasting model as well as results from a six-year highway capacity needs analysis completed in FY98. A six-year action strategy will be completed in FY99 and results will be addressed in the MTP.
- (ii) SEPA/NEPA Review**
8. Coordination with environmental resource agencies in MTP development.
 9. Assessment of environmental conditions, at a regional level.
 10. Environmental review of the proposed MTP, prior to MTP adoption.
 11. Evaluation of cumulative environmental impacts consistent with ISTEA, Clean Air Act and State requirements, including Clean Air Act conformity analysis.

(iii) Continuing MTP Development

The MTP is subject to continuous review to ensure that changing trends, conditions or regulations and future study results are identified and that they will be reflected in the required Plan updates. Both the

GMA and federal transportation act requires that regular review and update of the Plan takes place. Updating of the MTP will include:

12. MTP update in the fall/winter of 1998 to reflect results of the High Occupancy Vehicle Study and recommendations of the Commuter Rail Feasibility Study assessing the feasibility of implementing commuter rail between Vancouver and Portland. The MTP will also incorporate new or revised regional transportation system needs. The focus of the update will also include recommendations from the six-year transportation strategy and prioritization process of MTP projects.
13. Re-evaluation of the future regional transportation system to be used in quantifying transportation performance and cumulative environmental impacts consistent with ISTEA, Clean Air Act and State requirements.
14. Review of major bi-state policy positions, such as High Occupancy Vehicle (HOV) policies, the South/North Corridor Draft Environmental Impact Statement (DEIS), Traffic Relief Options (TRO), and congestion management policies.
15. Addressing the requirements of Washington's Transportation Plan. Also, incorporation of results from the updated Washington Highway System Plan.
16. Regional corridors and associated intermodal connections associated with issues of statewide intercity mobility services will be addressed. Interjurisdictional public transportation issues will be assessed and solution strategies developed, as needed.
17. Integration of ISTEA management systems results and recommendations, and any Major Investment Study results into the MTP.
18. Description of any identified Transportation Control Measures (TCMs) to maintain federal clean air standards and evaluation of MTP conformity with the Clean Air Act Amendments of 1990.
19. Evaluation of freight routes and incorporation of the State's Freight and Goods System.
20. Address federal initiatives such as FTA's Livable Communities initiative and consider its applicability in the Clark County region. Clark County and the City of Vancouver acknowledge the need to have a program to encourage transit-oriented development in implementing Growth Management Plans. C-TRAN are implementing transit-oriented development by partnering with the School District to locate a daycare adjacent to the Fisher's Park and Ride.
21. Continuing consideration of concurrency management and its impact on development of the regional transportation system.
22. Continue to address bi-state travel needs and address financial analysis of issues and policies in regard to placing a toll on the interstate bridges.
23. Continued consideration of Intelligent Transportation System (ITS) applications to improve the Clark County transportation system. The I-5/Highway 99 corridor has been identified for study of ITS applicability to improve its capacity.
24. Incorporate the most up-to-date assessment of transportation needs in the I-205 corridor between Mill Plain and SR-500 and report on status of new interstate access request.
- (iv) **System Monitoring**
25. The MTP will be used as the document in which system performance monitoring is reported.

26. RTC will coordinate with WSDOT Southwest Region and Headquarters Service Center in providing recommendations contained in the Plan and results from the monitoring systems for inclusion in statewide transportation plans and programs.

Relationship To Other Work Elements

The MTP takes into account the reciprocal effects between land use, growth patterns and transportation system development. It also identifies the mix of transportation strategies needed to solve future transportation system problems. The MTP for Clark County is interrelated to all other work elements. In particular, the MTP provides planning support for the Transportation Improvement Program and relates to management systems. In Transportation Management Areas (TMAs), such as the Clark County region, no federally-funded project which adds capacity for single-occupant-vehicles is permitted unless it is part of a Congestion Management System and transportation alternatives have been considered.

FY99 Products

1. MTP update for Clark County meeting GMA standards and federal requirements. The MTP includes a description of the proposed regional transportation system. The updated Plan will incorporate results of the High Occupancy Vehicle Study and recommendations of the Commuter Rail Feasibility Study. The MTP will also incorporate new or revised regional transportation system needs. The update will also include recommendations from the six-year transportation strategy and prioritization process of MTP projects.
2. An updated financial plan will show the application of fiscal constraint in development of the MTP. It will provide an analysis of revenue estimation and clearly document operations, maintenance and system preservation costs as well as system improvement costs. Innovative financing options are currently being considered in terms of buy-up for WSDOT projects and this will be addressed in the Plan update. System improvements are to be prioritized in the next update of the MTP to ensure the most effective use of transportation dollars. Information from C-TRAN's Transit Development Plan (TDP) will be included with transit financing information.
3. The updated Plan will describe public involvement activities carried out by RTC as part of the regional transportation planning process and Plan Development.
4. Clean Air Act Amendments (CAAA) conformance analysis documentation.
5. Performance monitoring which compares system performance with the levels of service established in the GMA planning process as part of the concurrency requirement.
6. A fully maintained Traffic Congestion Management System will serve as a tool for performance evaluation and support for transportation policy decisions, as well as identification of transportation strategies to relieve and/or manage congestion. Use of results from the Management Systems will enhance the region's MTP in terms of transportation strategies, system and capital needs.

FY99 Expenses:

	\$
RTC	75,386
Total	<u>75,386</u>

FY99 Revenues:

	\$
Fed. CPG	45,000
RTPO	12,000
Local	<u>18,386</u>
	75,386

1B. REGIONAL TRANSPORTATION IMPROVEMENT PROGRAM

The regional Transportation Improvement Program (TIP) is a three-year program of transportation projects having a federal funding component. In order for transportation projects to receive federal funds they must be included in the metropolitan TIP. Projects programmed in the TIP should implement the Metropolitan Transportation Plan (MTP). The TIP is developed by the MPO in a cooperative and coordinated process involving local jurisdictions, the Washington State Department of Transportation (WSDOT) and C-TRAN. Projects listed in the metropolitan TIP should have financial commitment and Clean Air Act conformity analysis must be carried out on the TIP.

Work Element Objectives

1. Adoption of 1999-2001 Transportation Improvement Program (TIP), consistent with the requirements of ISTEA. The awaited successive legislation to ISTEA may require that the TIP process be modified to comply with new project funding requirements contained in the new Act.
2. Review and implementation of project selection criteria and process used to evaluate projects proposed for federal highway and transit funding in order to prioritize projects. Projects for the following three years will be programmed in the 1999-2001 TIP. Project selection criteria reflects the multiple policy objectives of the regional transportation system (e.g. maintenance and operation of existing system, reduction of Single Occupant Vehicles (SOVs), capacity improvements, transit expansion and air quality improvement).
3. Address programming of Congestion Mitigation/Air Quality (CM/AQ) funds for 1999-2000 TIP, with consideration given to emissions reduction benefits of such projects.
4. Work with local agencies to put together a regional package of projects to compete for statewide federal competitive Surface Transportation Program (STP) funds, federal Transportation Enhancement funds and state Transportation Improvement Account (TIA) funds and Urban Arterial Trust Account (UATA) funds .
5. Development of a realistic financial plan as part of the 1999-2001 TIP which addresses costs for operation and maintenance of the transportation system.
6. Analysis of air quality impacts and Clean Air Act conformity documentation.
7. Amendment of TIP, where necessary.
8. Monitoring of TIP implementation.
9. Maintain State Transportation Improvement Program (STIP) database.

Relationship To Other Work Elements

The TIP provides the link between the MTP and project implementation. The process to prioritize TIP projects will draw from data from the transportation database and regional travel forecasting model output. It relates to the Public Involvement element described in section 3 of the FY99 UPWP.

FY99 Products

1. An adopted 1999-2001 Transportation Improvement Program to reflect the programming of federal funds, clarification of project selection procedures and exercise of fiscal constraint to ensure that revenues and costs are balanced. The TIP will provide analysis/documentation for Operations and Management (O&M) costs and will provide an explanation of the

adequacy/inadequacy of funds for such needs. A summary of significant public comments received during the public review period will be provided.

2. TIP Clean Air Act conformity analysis and documentation.
3. Updated STIP database.
4. Opportunity for public involvement in TIP development.

FY99 Expenses:

	\$
RTC	37,989
Total	<u>37,989</u>

FY99 Revenues:

	\$
Fed. CPG	22,000
RTPO	7,000
Local	<u>8,989</u>
	37,989

1C. CONGESTION MANAGEMENT MONITORING

The RTC Board of Directors adopted the Congestion Management System (CMS) for the Clark County region in May of 1995. The CMS focuses on vehicular travel, transit, and TDM performance in congested roadway corridors. ISTEA requires that any federally-funded project which significantly expands single occupancy vehicle capacity must come from a CMS. It also requires that all reasonable alternatives to the single occupant vehicle must be considered first. Congestion Management Monitoring continues implementation of the data collection, and congestion monitoring element of the Congestion Management System.

Work Element Objectives

1. Build from FY98's Congestion Management Monitoring work element which resulted in further update of the regional traffic count database which, in turn, allows for enhanced calibration efforts related to the regional travel forecasting model and provides input for updating the congestion corridor index.
2. Collection of traffic counts, turning movements, vehicle classification counts, travel delay, and other key data to assist implementation of the adopted CMS program. The focus will be on the collection and analysis of traffic count data in identified CMS corridors, as well as at locations throughout the regional transportation network. This expands on last year's traffic counts and collects data at missing locations, locations where major projects have been completed, and other locations to allow for analysis of traffic growth from 1997 to 1998.
3. Analyze traffic count data, turn movements, vehicle classification counts and travel delay data to get an up-to-date picture of system performance, including an evaluation of congestion on the Columbia River Bridges in Clark County.
4. Coordinate with local jurisdictions and local agencies to ensure consistency of data collection, data factoring and ease of data storage/retrieval. Coordination is a key element to ensure the traffic count and turn movement data supports local and regional transportation planning studies and Concurrency Management programs
5. Collection, validation, factoring and incorporation of traffic count data into the existing count program. The data is separated into 24 hour and peak hour (a.m. and p.m. peak) categories.
6. Once traffic count data analysis is complete it is applied to measure and analyze performance of the transportation corridors in the CMS network. This system performance information is used to help identify system needs and solutions. The data is also used to support Growth Management Act concurrency analysis.

Relationship To Other Work

The Transportation System Performance Monitoring element is closely related to the data management and travel forecasting model elements. Monitoring supports development of the MTP, TIP, implementation of concurrency management, and implementation of the adopted Traffic Congestion Management System required in Transportation Management Areas (TMAs) and regional travel forecasting model development. Congestion monitoring is a key component of the regional transportation planning process and supports local jurisdictions in their concurrency management process and Transportation Impact Fee programs.

FY99 Products

1. Traffic counts, turning movement, vehicle classification counts, travel delay and other key data for numerous locations throughout Clark County. New and historic data is made available through RTC's web site.
2. Analysis of traffic data to provide system performance indicators and support for GMA concurrency analysis and CMS implementation.
3. Update of congestion index.
4. Identification of system needs and solutions.

FY99 Expenses:

	\$
RTC	115,607
Total	<u>115,607</u>

FY99 Revenues:

	\$
CM/AQ	100,000
Local	<u>15,607</u>
	115,607

1D. REGIONAL HIGH OCCUPANCY VEHICLE STUDY

High-occupancy-vehicle (HOV) lanes are travel lanes that are dedicated for use by carpools or buses; they are essentially for use by vehicles that carry more than one passenger. High growth rates and limited funding for infrastructure investment have led to increasing levels of congestion in Clark County and on the two interstate bridges crossing the Columbia River. Efficient management of travel demand on Clark County and bi-state transportation corridors is critical to providing mobility within the region. An HOV program can improve overall mobility in the most congested parts of our region by increasing the people-moving efficiency and capacity of freeway and arterials. To date, the Clark County region has no regionally adopted HOV policies or program to develop HOV facilities. HOV facilities have the potential to reduce travel times, encourage mode shift, manage congestion, improve transit mobility, increase corridor capacity, improve traffic flow and reduce the need to expand highway vehicle-carrying capacity. RTC, at the recommendation of the citizens Transportation Futures Committee (TFC), has begun a High Occupancy Vehicle (HOV) Study to examine transportation corridors, evaluate HOV options, and develop an HOV Region-wide Transportation System Plan for implementation in Clark County. The Study is scheduled for completion in 1998. Integration of the HOV program with land use goals, transit operations and the development of high capacity transit facilities can provide incentives for people to choose higher occupancy modes of travel.

Work Element Objectives

1. Work with local jurisdictions, agencies and the community to develop a High Occupancy Vehicle (HOT) strategy for Clark County. The study will be coordinated with the county's and cities' land use plans and transportation elements. Work is coordinated with C-TRAN's Transit Development Program and WSDOT's HOV Policy and State Highway System Plan. Bi-state issues are coordinated with Oregon Department of Transportation (ODOT) and Metro. Related bi-state studies include the I-5 Capacity Reconnaissance conducted by ODOT and I-5 north pricing alternatives considered in Metro's Traffic Relief Options (TRO) Study. There will also be coordination with other regional transportation study activities currently under consideration, such as the I-5 Capacity Study and the Commuter Rail Study.
2. Define overall approach for regional HOV development and objectives of a Clark County HOV system. Work includes review of state and federal policies regarding HOV, consistency of HOV policies with local land use plans, determination of transportation objectives for HOV facilities in Clark County, identification of transportation problems in Clark County and bi-state corridors that HOV facilities are intended to mitigate (such as recurring congestion and traffic bottlenecks). Fundamental issues critical to successful HOV facilities, such as the level of recurring congestion and the nature of commute patterns and distances, will be addressed.
3. Identify transportation corridors for evaluation. A two tier evaluation system is being used. First, screening criteria are applied to identify corridors and facilities with HOV potential. Thresholds for HOV viability, such as travel time savings, congestion levels, corridor travel demand and travel demand between residential origins and activity centers, as well as the physical characteristics of the roadway are considered. The second tier of evaluation criteria is more detailed and uses quantitative data to assess viable HOV corridors. Criteria addresses transportation impacts, operational assessment, design considerations, and other factors.
4. Examine low-cost short-term HOV improvements that could be implemented to provide immediate mobility improvements.
5. Develop approach for addressing the function of Intelligent Transportation Systems (ITS) to supplement or complement HOV facilities or provide additional mobility to the transportation system.

6. Conduct screening process to determine viable or potential HOV corridors. A preliminary assessment of regional freeway and arterial corridors is made. Viability thresholds and criteria are compared with available transportation data and other qualitative information to assess the potential HOV corridors and identify corridors for further study. Candidate HOV corridors should meet viability thresholds including, adequate travel time savings, sufficient travel demand, and reasonable potential for successful implementation and operation. Factors conducive to HOV utilization such as congestion levels, optimal trip distances, travel time savings will be considered and base and forecast data for potential HOV corridors including: congestion, transit demand, trip length, travel time, average speed, vehicle occupancy, origin/destination data, trip density, and potential HOV travel sheds.
7. Determine types of HOV facilities for consideration in Clark County. For freeway HOV facilities this might include concurrent, contra-flow, movable barriers, queue bypass, reversible and barrier-separated facilities. For arterial HOV facilities the options include bus-only, right-lane, middle-lane and contra-flow facilities.
8. Develop alternatives for potential HOV corridors. The range of appropriate HOV treatment and types for both auto and transit is considered. Alternatives definition also includes facility design, access location, enforcement, operations, and support facilities.
9. Evaluate HOV alternatives. Design considerations, transportation model impacts, operational assessment, support facilities and programs, coordination with bi-state activities and long-term use of the corridor are considered.
10. Recommend HOV system alternatives for implementation. The comprehensive HOV system plan for Clark County will include phasing of proposed corridors, design (type and treatment) and a financial plan.
11. Solicit local community input and review through a Citizen Stakeholders Committee and also conduct a broader citizen outreach process.

Relationship To Other Work

The HOV Facility Study relates to other specific UPWP elements such as MTP, TIP, and Regional Transportation Data and Travel Forecasting as well as to recently completed and ongoing transportation studies in the metropolitan area. These studies include ODOT's I-5 Capacity Reconnaissance Study and Metro's Traffic Relief Options (TRO) Study as well as the proposed I-5 Capacity Study and the ongoing Commuter Rail Study.

FY99 Products

1. A High Occupancy Vehicle/High Capacity Transit region-wide system plan for Clark County that defines policies and objectives, identifies the need and benefits, and identifies the location of possible corridors and/or facilities.

Continuation of a FY98 UPWP element			
<u>FY99 Expenses:</u>		<u>FY99 Revenues:</u>	
The budget below represents the full two-year Study costs (FY98-FY99)			
	\$		\$
		High Capacity	200,000
		Transit Account	
RTC	250,000	Local (C-TRAN)	50,000
Total	<u>250,000</u>		<u>250,000</u>

1E. COMMUTER RAIL

The continued increase in bi-state travel and the corresponding limited increase in transportation system investment has led to the need to pursue transportation strategies that can better manage existing transportation facilities. The concept of a bi-state commuter rail system has been discussed for a number of years. The issue was studied as part of the alternatives narrowing process for the South/North Transit Corridor Study. However, the issue drew new attention through the Transportation Futures process. The Transportation Futures Committee identified commuter rail in their findings as an option for increasing bi-state capacity while utilizing existing facilities. Commuter rail has the potential to serve as a low cost option to improve bi-state travel mobility between Vancouver and Portland by making more effective use of existing transportation facilities. The study will examine critical issues in the implementation of commuter rail. These include schedule reliability, operations, shared use with freight and inter-city passenger needs, capital and operating costs, ridership and transit service objectives. RTC has initiated a study to determine the feasibility of commuter rail service between Vancouver and Portland, focusing on operational issues and estimated costs for commuter rail implementation.

Work Element Objectives

1. Review state and federal policies regarding high capacity transit, determine the transportation objectives for a commuter rail system between Clark County and Portland.
2. Establish a management team, technical advisory committee, and a stakeholders group to guide the study and to provide review and comment.
3. Conduct review of commuter rail characteristics.
4. Determine performance characteristics conducive to commuter rail viability.
5. Compare performance thresholds with current and projected transportation characteristics.
6. Develop criteria for assessing commuter rail.
7. Investigate commuter rail operations and the issue of the shared use between commuter rail service and freight and inter-city passenger service.
8. Develop commuter rail alternatives supported by feeder bus service, support facilities, maintenance and storage facilities, transfer centers, hours of operation, and train frequency and examine how commuter rail integrates with other components of the transportation system including bus service, transit centers, and park and ride service.
9. Estimate potential capital costs for each alternative.
10. Estimate the potential operational costs for each alternative associated with the provision of commuter rail and its support facilities.
11. Evaluate commuter rail alternatives and develop information on transportation impacts, operations, compatibility with land use objectives, and other factors.
12. Determine the feasibility of implementing commuter rail in a Clark County or bi-state corridor that could include a recommendation to implement a pilot or demonstration project.

Relationship To Other Work

The Commuter Rail Study relates to MTP development in that it will assess how commuter rail meets the regional transportation goals contained in the Plan and jurisdictional comprehensive plans. The Study uses data from the regional transportation database and regional travel forecasting model. It is a bi-state

issue that requires coordination between Oregon and Washington transportation agencies. The work is coordinated with other commuter rail studies being carried out in the Portland metro area. Work is coordinated with C-TRAN.

FY99 Products

1. Report on the feasibility of a commuter rail system in Clark County and between Clark County and Portland.

Continuation of a FY98 UPWP element

FY99 Expenses:**FY99 Revenues:**

The budget below represents the full two-year Study costs (FY98-FY99)

	\$		\$
HDR (Study Consultant)	189,848	High Capacity Transit Account	200,000
RTC	60,152	Local (C-TRAN)	50,000
Total	250,000		250,000

1F. SKAMANIA COUNTY RTPO

Work by the RTPO on a transportation planning work program for Skamania County began in FY 90. The Skamania County Transportation Policy Committee meets monthly to discuss local transportation issues and concerns. The SR-14 Corridor Management Plan was completed in FY98. The Skamania County Regional Transportation Plan (initially adopted in April, 1995) will be reviewed and updated in FY98 but in FY99 development trends and traffic trends will be monitored. The regional transportation planning database for Skamania County will be further developed and RTC staff will continue to provide transportation planning technical assistance for Skamania County.

Work Element Objectives

1. Continue regional transportation planning process.
2. Review of Regional Transportation Plan for Skamania County and monitoring of growth and development trends for use in future Plan updates.
3. The transportation database for Skamania County, developed since the inception of the RTPO, is used as input to the Regional Transportation Plan.
4. Continuation of transportation system performance monitoring program.
5. Assistance to Skamania County in implementing ISTEA, and its anticipated successor legislation. This will include continued assistance in development of federal and state-wide grants and development of the 1999-2004 TIP.
6. Continued assessment of public transportation needs, including specialized transportation, in Skamania County.
7. Assistance to Skamania County in conducting regional transportation planning studies.

Relationship To Other Work Elements

The RTPO work program activities for Skamania County will be tailored to their specific needs and issues and, where applicable, coordinated across the RTPO.

FY99 Products

1. Continued development of a coordinated, technically sound regional transportation planning process in Skamania County.
2. Continued development of a technical transportation planning assistance program.
3. Review of the Regional Transportation Plan for Skamania County.

FY99 Expenses:

	\$
RTC	34,915
Total	<u>34,915</u>

FY99 Revenues:

	\$
RTPO	16,915
STP*	18,000
	<u>34,915</u>

1G. KLICKITAT COUNTY RTPO

Work by the RTPO on a transportation planning work program for Klickitat County began in FY 90. The Klickitat County Transportation Policy Committee meets monthly to discuss local transportation issues and concerns. The SR-14 Corridor Management Plan was completed in FY98. The Klickitat County Regional Transportation Plan (initially adopted in April, 1995) will be reviewed and updated in FY98 but in FY99 development trend and traffic trends will be monitored. A key transportation issue in Klickitat County in FY99 will be development of a transit plan prior to forwarding plans for establishing a Public Transportation Benefit Authority (PTBA) to a vote of the people. The regional transportation planning database for Klickitat County will be further developed and RTC staff will continue to provide transportation planning technical assistance for Klickitat County.

Work Element Objectives

1. Continue regional transportation planning process.
2. Review of Regional Transportation Plan for Klickitat County and monitoring of growth and development trends for use in future Plan updates.
3. The transportation database for Klickitat County, developed since the inception of the RTPO, is used as input to the Regional Transportation Plan.
4. Continuation of transportation system performance monitoring program.
5. Assistance to Klickitat County in implementing ISTEA, and its anticipated successor legislation. This will include continued assistance in development of federal and state-wide grants and development of the 1999-2004 TIP.
6. Continue assessment of public transportation needs, including specialized transportation, in Klickitat County. Assist Klickitat County, as needed, in developing a transit plan prior to going to a vote of the people regarding establishing a Public Transportation Benefit Authority in the region.
7. Assistance to Klickitat County in conducting regional transportation planning studies.

Relationship To Other Work Elements

The RTPO work program activities for Klickitat County will be tailored to their specific needs and issues and, where applicable, coordinated across the RTPO.

FY99 Products

1. Continued development of a coordinated, technically sound regional transportation planning process in Klickitat County.
2. Continued development of a technical transportation planning assistance program.
3. Review of the Regional Transportation Plan for Klickitat County.

FY99 Expenses:

	\$
RTC	36,723
Total	<u>36,723</u>

FY99 Revenues:

	\$
RTPO	18,723
STP*	<u>18,000</u>
	<u>36,723</u>

* FY99 STP funding is not assured for non-MPO RTPO counties. However, the funding is needed if the full RTPO work program is to be carried out.

2. DATA MANAGEMENT AND TRAVEL FORECASTING PROCESS

Data Management and Travel Forecasting Process work elements include: (A) Regional Transportation Data Base and Travel Forecasting Process, (B) Air Quality Planning, and (C) Commute Trip Reduction.

The Regional Transportation Data and Travel Forecasting element includes: census data, population/employment allocations, traffic counts, origin/destination travel survey data, transit operations and ridership data, transit/highway networks, the further application of GIS technology for regional transportation planning purposes, and model update/refinement activities including analysis and inclusion of household travel survey data from the Metro-led survey carried out in FY95/96. Of continued significance in FY99 will be the use of model data as a tool in assessing transportation system needs to meet GMA concurrency requirements, impact fees programs and capital facilities planning. A continued emphasis will be on provision of model data and applications to MPO/RTPO member agencies.

State and federal air quality conformity requirements are major considerations in the development of transportation plans and programs therefore an Air Quality Planning element is included. The transportation conformity requirements contained in the Federal Clean Air Act Amendments and the State Clean Air Act mandate that transportation plans and programs are to be a part of air quality improvement strategies. RTC will continue to work with Washington and Oregon agencies to coordinate mobile source air quality planning for the Clark County portion of the Portland-Vancouver region.

Commute Trip Reduction (CTR) is can play a significant part in providing for mobility needs of Clark County's population. RTC's role will continue to be in providing local agencies with data to assess the impacts of the CTR program.

2A. REGIONAL TRANSPORTATION DATA AND TRAVEL FORECASTING

This element includes the development, maintenance and management of the regional transportation database to support the regional transportation planning program. Use of the data includes measuring system performance, evaluating level of service standards, calibration of the regional travel forecasting model, functional classification of roadways, routing of trucks, support for studies by local jurisdictions and air quality analysis. Work will continue on developing a Geographic Information System (GIS) transportation database and technical assistance will be provided to MPO/RTPO member agencies and other local jurisdictions, as needed. RTC will continue to assist local jurisdictions in implementing Growth Management Act (GMA) plans. The GMA requires that transportation infrastructure is provided concurrent with the development of land. The regional travel model serves as the forecasting tool to estimate and analyze future transportation needs. EMME/2 software is used to carry out travel demand and traffic assignment steps. RTC continues to use Metro's model with a refined zone system for Clark County and coordinates closely with Metro to ensure the model is kept up to date.

Work Element Objectives

1. Maintain an up-to-date transportation data base and map file for transportation planning and regional modeling.
2. Collection, analysis and reporting of regional transportation data.
3. Maintain a comprehensive, continuing, and coordinated traffic count program.
4. Analyze growth trends and relate these to future year population and employment forecasts.
5. Coordinate with Metro on their work and procedures for forecasting the region's population and employment data for future years and work with Clark County jurisdictions to allocate the region-wide growth total to Clark County's transportation analysis zones.
6. Maintain and update the region's highway network GIS layer, as necessary.
7. Continue to incorporate transportation planning data elements into the Arc/Info GIS system and use ArcView to enhance RTC's GIS capabilities.
8. Incorporate transit ridership statistics and transit-related data developed by C-TRAN into the regional transportation database which are used for input to regional plans, travel forecasting model and for map-making.
9. Maintain designated regional transportation system, functional classification system of highways and freight routes GIS layers.
10. Assistance to local jurisdictions relating to data and information from the regional transportation data base and in implementation of GMA plans, including implementation of Concurrency Management programs.
11. Update computer equipment.
12. Work with local agencies to allow access to model use and to expand model applications for use in regional plans, local plans, transportation demand management planning and transit planning. When local agencies and jurisdictions request assistance relating to use of the regional travel forecasting model for sub-area studies, procedures outlined in the adopted Sub-Area Modeling guide (February, 1997) will be used.
13. Continue local Transportation Model Users' Group (TMUG).
14. Continue to increase the ability of the existing travel forecasting procedures to respond to increased information needs placed on the forecasting process. The model needs to be able to

respond to emerging issues, including air quality, growth management, and life-style, as well as the more traditional transportation issues.

15. Develop and maintain the regional travel model to include: periodic update and re-calibration, network changes, speed-flow relationships, link capacity review, turn penalty review, land use changes, and interchange/intersection refinements. Develop model to cover the twenty-year planning horizon required for the MTP, review base year calibration and continue with use of a six-year model for prioritizing transportation projects.
16. Coordinate the utilization, development and refinement of the Clark County regional travel forecasting model with Metro and other local agencies.
17. Further develop procedures to carry out post-processing of results from travel assignments.
18. Continue to develop data on vehicle miles traveled (VMT) and vehicle occupancy measures for use in air quality and Transportation Demand Management (TDM) planning.
19. Assist local agencies by supplying regional travel model output for use in local planning studies and development reviews.

Relationship To Other Work Elements

This element is the key to interrelating all data activities. Output from the database is used by local jurisdictions and supports the development of the MTP, TIP and Transit Development Plan. Traffic counts are collected as part of the Congestion Management Monitoring program and are coordinated by RTC. This is an ongoing data activity that is valuable in understanding existing travel patterns and future travel growth. The program is also a source of county-wide historic traffic data, and is used to calibrate the regional travel forecasting model in EMME/2. Development and maintenance of the regional travel forecasting model is vital as the most significant tool for long-range transportation planning. It relates to the MTP, TIP, management systems, traffic count, transit planning, and air quality planning.

FY99 Products

1. Maintenance and update of the regional transportation database.
2. Work on future population and employment forecasts. Metro has developed a 2020 forecast for their RTP development.
3. Allocation of future population and employment forecast data to Clark County transportation analysis zones.
4. Transportation planning data and GIS Arc/Info data integration.
5. Maintenance and update of the geographically correct highway network and local street system in a GIS coverage.
6. Integration of freight traffic data into the regional transportation database as it is collected and analyzed.
7. Update of traffic count database.
8. Technical assistance to local jurisdictions.
9. Purchase of updated computer equipment with RTPO revenues.
10. Continued implementation of interlocal agreement relating to use of model in the region and implementation of sub-area modeling .

11. Model Users' Group meetings.
12. Refined travel forecasting methodology using EMME/2 program.
13. Documentation of regional travel forecasting model procedures.
14. Re-calibration of model as necessary.
15. Review and update of model networks.
16. Model for use in MTP development.
17. Use of six-year model for concurrency management programs and six-year transportation strategy in MTP.
18. Data for air quality data analysis and documentation.
19. Post-processing techniques.
20. Development of regional model alternative scenarios, running of alternative network assignments and modeled turning movement data, to assist local agencies in their planning studies and concurrency analysis.

FY99 Element Expenses:

	\$
RTC	103,009
Computer Equipment (use of RTPPO revenues)	7,000
Total	<u>110,009</u>

FY99 Element Revenues:

	\$
Fed. CPG	71,000
RTPPO	10,000
Local	<u>29,009</u>
	110,009

2B. AIR QUALITY PLANNING

In an effort to improve and/or maintain air quality, the federal government enacted the Clean Air Act Amendments in 1990. The Southwest Washington Air Pollution Control Authority (SWAPCA) has developed, as supplements to the State Implementation Plan, two Maintenance Plans; 1) for Carbon Monoxide (CO), and 2) for Ozone (O₃). In October, 1996 the CO Maintenance Plan and in April 1997 the Ozone Maintenance Plan were approved by the Environmental Protection Agency (EPA). Mobile source strategies contained in the Maintenance Plans were endorsed for implementation by the RTC Board of Directors (Resolution 02-96-04). Prior to this the Vancouver region was classified as a 'moderate' nonattainment area for carbon monoxide air pollutants and a 'marginal' nonattainment area for ozone. Mobile emissions are a significant source of the region's air quality problems. As a result, transportation planning and project programming cannot occur without consideration for air quality impacts; indeed transportation conformity requirements contained in the Federal Clean Air Act Amendments and the State Clean Air Act mandate that transportation plans and programs are to be a part of air quality improvement strategies. The MPO will monitor federal and state activity on the Clean Air Act and seek to implement any necessary transportation measures to maintain national ambient air quality standards. RTC assists the region's air quality planning program in providing demographic forecasts, development of a Vehicle Miles Traveled (VMT) grid, and monitoring changes in VMT. RTC also analyzes air quality implications through the EPA Mobile Emissions model and measures project-level air quality impacts.

Work Element Objectives

1. Monitor federal guidance on the Clean Air Act.
2. Monitor state Clean Air Act legislation.
3. Develop a MTP which is responsive to mobile emissions budgets established in the Maintenance Plans. If needed, Transportation Control Measures (TCMs) will be identified in the MTP.
4. Programming of any identified TCMs in the Transportation Improvement Program (TIP).
5. Cooperate and coordinate with State Department of Ecology in their research and work on air quality in Washington State.
6. Coordinate with Southwest Washington Air Pollution Control Authority in carrying out the provisions established in the Memorandum of Understanding (MOU) between RTC and SWAPCA, adopted by the RTC Board in January, 1995 [RTC Board Resolutions 01-95-02]. RTC's responsibilities include conformity determination for regional plans and programs and for adoption of TCMs for inclusion in the MTP and TIP. Also, the MOU seeks to ensure that inter-agency coordination requirements in the State Conformity Rule are followed.
7. Tracking of mobile emission strategies required in the Maintenance Plans. Strategies equate to emissions benefits. If a strategy cannot be implemented then alternatives have to be sought and substituted.
8. Use data and analysis methodologies to meet Federal Clean Air Act requirements.
9. Use data and analysis methodologies to meet State Clean Air Act requirements.
10. Prepare and provide data for DOE in relation to the car exhaust and maintenance (I/M) program implemented in the designated portion of the Clark County region.
11. When evaluating TCM's, RTC uses the upgraded Excel spreadsheet version of TCM Tools. TCM Tools was developed for the Puget Sound region and allows for measurement of the

effectiveness of potential TCMs in terms of travel and emissions reductions. In addition, TCM Tools can be used to quantify the Carbon Monoxide air quality benefits of projects proposed for TIP programming.

12. To provide for consistency within the region, RTC provides project level conformity analysis for local jurisdictions.

Relationship to Other Work Elements

This work element relates to the Metropolitan Transportation Plan, the Transportation Improvement Program, Transit Development Program activities and planning for high occupancy vehicle modes of travel.

FY99 Products

1. Monitoring and implementation activities relating to the federal and State Clean Air Acts.
2. Implementation and tracking of Ten Year Air Quality Maintenance Plans.
3. Air quality conformity analysis and documentation for updated MTP (scheduled for adoption in winter 1998), and 1999-2001 TIP (scheduled for adoption in fall, 1998) as required by the Clean Air Act Amendments of 1990.
4. Coordination with local agencies, South West Washington Air Pollution Control Authority (SWAPCA), the Washington State Department of Ecology (DOE), Metro and Oregon Department of Environmental Quality (DEQ) relating to air quality activities.
5. Project level air quality conformity analysis as requested by local jurisdictions and agencies.

FY99 Expenses:

	\$
RTC	24,946
Total	<u>24,946</u>

FY99 Revenues:

	\$
Fed. CPG	17,000
RTPO	1,000
Local	<u>6,946</u>
	24,946

2C. COMMUTE TRIP REDUCTION

In 1991, the Washington State legislature passed the Commute Trip Reduction (CTR) Law requiring that local jurisdictions with major employers adopt a Commute Trip Reduction Ordinance and that employers who have 100 or more employees arriving at work between 6 a.m. and 9 a.m. should establish a commute trip reduction program for their employees. All affected Clark County jurisdictions have adopted CTR ordinances. The Law's established goals were amended in the 1997 legislature. The defined goals are now to have major employers reduce commute trips by 15% by 1995, 20% by 1997, 25% by 1999 and achieve 35% reduction over the base year by 2005. Currently, there are thirty-six affected employers in Clark County. RTC's role in the CTR program includes providing technical assistance to jurisdictions in implementing and measuring the impacts of their CTR programs. CTR is a form of Transportation Demand Management (TDM).

Work Element Objectives

1. Provide technical assistance to local jurisdictions in implementing, measuring and evaluating CTR impacts and to the local participants in Partners for Smart Commuting.
2. Assist in training of Employer Transportation Coordinators (ETCs).
3. Continue to integrate CTR into the regional transportation planning process including MTP, TIP, Transportation Management Systems and Regional Transportation Data Base and Forecasting Model.
4. Coordination with local jurisdictions, participation in the Clark County Regional TDM Planning Team and coordination with Oregon TDM activities, notably the Transportation Planning Rule (TPR) requirements.

Relationship To Other Work Elements

CTR is a form of Transportation Demand Management (TDM) and relates to MTP development, the TIP and uses data from the regional transportation database. TDM provides strategies for reducing trips on the transportation system and is addressed in the adopted Congestion Management System.

FY99 Products

1. Review of CTR survey results and comparison with prior years. The State of Washington administers a survey every two years; the next is due in 1999. RTC provides for local analysis of survey results and produces maps and graphs to show results.
2. Continue to use the travel model and Transportation Control Measure (TCM) Tools planning software, in conjunction with CTR survey results, to determine the impacts of employer programs on CTR zone and regional Single Occupant Vehicle (SOV) usage and Vehicle Miles Traveled (VMT), as well as travel speed impacts and air quality impacts.
3. Updated maps and graphics showing affected employer distribution, travel patterns, and survey results.
4. Participation in the annual training of Employer Transportation Coordinators (ETCs) from affected employers.
5. Participate in Clark County Regional TDM Planning Team.

6. Report to Clark County, the lead agency for this work activity, on RTC's CTR activities.
7. Continue to monitor implementation of Washington State's CTR program.

FY99 Expenses:

	\$
RTC	40,000
Total	<u>40,000</u>

FY99 Revenues:

	\$
WA State	40,000
	<u>40,000</u>

\$40,000 represents two years' of funding for work begun in FY98.

NOTE:

Clark County and other local jurisdictions also use money for commute trip reduction planning and implementation (see Section 4 of this FY99 UPWP)

3. TRANSPORTATION PROGRAM COORDINATION AND MANAGEMENT

Introduction

The third section of the FY99 UPWP includes one main element, **Regional Transportation Program Coordination and Management** which encompasses overall regional transportation program coordination and management, bi-state coordination, public involvement and federal compliance.

Transportation Program Coordination and Management includes the development of meeting packets, minutes and reports for RTAC and the RTC Board, maintenance and development of the computer system, staff training, development of an annual Unified Planning Work Program (UPWP), production of annual progress reports and RTPO certification that the local governments' comprehensive land use plans conform with requirements of the Growth Management Act and that local transportation elements are consistent with the MTP. The Coordination element includes participation with Metro's transportation technical and policy committees, as well as coordination of air quality, growth allocation and regional development issues. Public Involvement includes activities related to ensuring public input on the MTP, TIP and other major regional transportation planning activities. Federal Compliance addresses compliance with ISTEA, Title VI, ADA, competitive services planning and emergency preparedness planning.

3A. REGIONAL TRANSPORTATION PROGRAM COORDINATION AND MANAGEMENT

This work element provides for the overall coordination and management of regional transportation planning program activities. It includes coordination with local transportation planning studies and committees and relates to coordination required by the following program areas: the successor to the federal Intermodal Surface Transportation Efficiency Act, Growth Management Act, Commute Trip Reduction, High Capacity Transit and Air Quality. Bi-state coordination includes participation with Metro's transportation technical and policy committees as well as coordination of air quality and Portland-Vancouver metropolitan area growth allocation issues. The element also provides for public participation in the regional transportation planning process. Federal compliance addresses issues relating to compliance with ISTEA, the Clean Air Act Amendments of 1990, the ADA, Title VI, competitive services planning, emergency preparedness planning and other federal requirements.

Work Element Objectives

Program Coordination and Management

1. Develop meeting packets, agenda, minutes, and reports/presentations for the RTC Board, Regional Transportation Advisory Committee, Skamania County Transportation Policy Committee and Klickitat County Transportation Policy Committee.
2. Participate in and coordinate with special purpose state and local transportation committees such as the C-TRAN Board, the Vancouver Chamber of Commerce Transportation Committee, WSDOT Committees such as the RTPO/MPO Advisory Committee, the Transportation Improvement Board (TIB) and the Transportation Enhancement Advisory Committee (EAC). The TIB carries out STP-competitive, Transportation Improvement Account (TIA), and Urban Arterial Trust Account (UATA) project selection and the Transportation Enhancement Advisory Committee (EAC) carries out STP-enhancement project selection.
3. Coordinate local transportation plans and projects.
4. Coordinate with State Department of Ecology in their research and work on air quality in Washington State.
5. Coordinate the transportation planning process with environmental resource agencies to ensure a coordinated approach to environmental issues relating to transportation. The MPO should be represented at EIS scoping meetings relating to transportation projects and plans.
6. Manage the regional transportation planning program.
7. Monitor new legislative activities as they relate to regional transportation planning and certification requirements.
8. Certify that the transportation elements of local governments' comprehensive land use plans conform with the requirements of the Growth Management Act and certify that local transportation elements are consistent with the MTP.
9. Participate in key transportation seminars and training.
10. Certification of the transportation planning process required by federal law.
11. Annually develop and adopt a UPWP that describes all transportation planning activities to be carried out in the Washington portion of the Portland-Vancouver metropolitan area. The UPWP provides the framework for RTC's planning, programming and coordinating activities. Prepare UPWP Annual Report.
12. Preparation of indirect cost proposal.

13. Maintain and upgrade the MPO/RTPO computer system, including review of hardware and software needs to efficiently carry out the regional transportation planning program.
14. Provide computer training opportunities for MPO/RTPO staff.
15. Attendance at Metro's Joint Policy Advisory Committee (JPACT) meetings, participation in Metro's Transportation Policy Alternatives Committee (TPAC) and attendance at Metro's Metro Policy Advisory Committee (MPAC) meetings.
16. Coordination with Metro in regional travel forecasting model development and enhancement.
17. Coordination with Metro's Region 2040 work activities and regional growth forecasting activities.
18. Development of bi-state transportation strategies and participation in bi-state transportation studies. In FY98/99 this includes participation in the Traffic Relief Options (TRO) Study Technical Advisory Committee, meetings of the Bi-State Policy Group and ODOT's I-5 Reconnaissance Study team.
19. Coordination with Metro's South/North Steering Group, South/North Project Management Group and South/North Technical Advisory Committee.
20. Liaison with Metro and Oregon Department of Environmental Quality regarding air quality planning issues.
21. Continue the Bi-State Agreement between Metro and RTC.

Public Involvement

22. Public involvement is to be incorporated at every stage of the planning process. MPO/RTPOs are to actively recruit public input and consider public comment during the development of the RTP and TIP.
23. Implementation of the adopted Public Involvement Program (adopted by RTC Board Resolution 07-94-18; July 5, 1994). Any changes to the Program requires that the MPO meet the procedures outlined in the Metropolitan Planning regulations relating to ISTEA.
24. Documentation of public involvement and public outreach activities. The documentation can be made available to the public and interested agencies.
25. Conduct public involvement and review process for the MTP update and keep the public informed on TIP amendments and developments.
26. Coordinate MPO/RTPO public involvement program with WSDOT Southwest Region and Headquarters.
27. Continue to update the RTC web site which allows the public to gain information about planning studies being developed by RTC and provides links to other transportation agencies and local jurisdictions.
28. Conduct public involvement process for special projects and studies conducted by RTC.
29. Participate in the public involvement programs for transportation projects of the local jurisdictions of Clark County.
30. Draft press releases to provide communication link with local media.
31. Communications will be mailed to interested citizens, agencies, and businesses and a mailing list of all interested parties will be kept up to date.

32. Participate in transportation information booth at Clark County Fair to ensure that the public is kept well informed of developments in transportation plans for the region.
33. Respond to requests from various groups, agencies and organizations to provide information and give presentations on regional transportation topics. These requests provide an important opportunity to gain public input and discussion on a variety of transportation issues.

Federal Compliance

34. Comply with federal laws which require development of a Regional Transportation Plan, Transportation Improvement Program, MPO certification and development of a Unified Planning Work Program.
35. In 1990 the federal government enacted the Americans with Disabilities Act (ADA). The Act requires that mobility needs of persons with disabilities are comprehensively addressed. The MPO/RTPO undertakes planning activities, such as data gathering and analysis and map-making, needed to support C-TRAN and local jurisdictions' implementation of ADA's provisions. C-TRAN published the 1997 C-TRAN ADA Paratransit Service Plan in January, 1997 and in 1997 achieved full compliance with ADA requirements.
36. Participate as a staff member of C-TRAN's Special Services Advisory Committee (SSAC). The SSAC makes recommendations for the accessibility and paratransit plan required by ADA.
37. Follow procedures and guidelines to evaluate transportation system needs to determine whether any potential transportation projects meet the criteria for Major Investment Study (MIS).
38. Continue to review Clean Air Act Amendments conformity regulations as they relate to regional transportation planning activities and the State Implementation Plan (SIP). Participation in SIP development process led by the Washington State Department of Ecology (DOE). Implementation of strategies for maintaining clean air standards by such means as use of Transportation Control Measures (TCMs) to promote emissions reductions. MTP updates address Transportation Control Measures (TCMs) to ensure the mobile emissions budgets established in the Ten-Year Air Quality Maintenance Plan for Carbon Monoxide and the Ten-Year Air Quality Maintenance Plan for Ozone can be met.
39. FTA Circular 4702.1 outlines reporting requirements and procedures for transit agencies and MPOs to comply with Title VI of the Civil Rights Act of 1964. RTC and C-TRAN will work cooperatively to provide the necessary Title VI documentation, certification and updates to the information. C-TRAN Title VI documentation was updated with the release of 1990 Census data in FY92.
40. Coordination with local agencies in transportation emergency service planning and provision of data from the regional transportation database to assist in planning for routing of hazardous materials, identification of vulnerable transportation links and alternative routes. Provision of data to assist in the development of strategic plans to cope with emergency situations such as earthquakes, volcanic eruptions, flooding, fires and spills of hazardous materials.
41. Address environmental issues at the earliest opportunity in the transportation planning process. Participate in scoping meetings for National Environmental Policy Act (NEPA) process.

Relationship To Other Work Elements

Regional transportation coordination activities are vital to the success of the regional transportation planning program and interrelate with all UPWP work elements. Program management is interrelated with all the administrative aspects of the regional transportation planning program and to all the program activities. The UPWP represents a coordinated program that responds to regional transportation planning

needs. Bi-state coordination relates to regional transportation planning which affects the Portland-Vancouver region on both sides of the Columbia river; in Washington and Oregon states.

FY99 Products

Program Coordination and Management

1. Coordination efforts and participation in numerous transportation planning programs and committees.
2. Management of the regional transportation planning program.
3. Organization and administration relating to participation in transportation committees at the regional level.
4. Involvement of the business community in the transportation planning process.
5. Annual report on the FY98 UPWP.
6. FY99 UPWP amendments, as necessary
7. An adopted FY2000 UPWP.
8. Continued assessment of adopted local GMA plans as amended following Western Washington Growth Management Hearings Board decisions and remands. MPO certification of GMA plans includes ensuring that the transportation elements of local comprehensive land use plans conform with the requirements of Section 7 of the Growth Management Act and that local transportation elements are consistent with the MTP.
9. 1999 Indirect Cost Proposal.
10. Efficient and effective use of existing computer system capabilities and research into future computer hardware and software needs.
11. Participation in Metro's regional transportation planning activities.

Public Involvement

12. Increased public awareness and information about regional and transportation issues.
13. Public information and input on transport issues and activities affecting the regional transportation system in Clark County and the Portland area.
14. Public meetings, including meetings relating to the MTP and TIP, coordinated with local jurisdictions and WSDOT Southwest Region and Headquarters.
15. Information publication and distribution on the regional transportation planning program.
16. Documentation of public involvement and public outreach activities carried out by RTC during FY99.
17. Review of the Public Involvement Program for adequacy. RTC relies on a menu of public involvement techniques used to implement its public involvement program. If changes to the Public Involvement Program are proposed there would be a public notification process and comment period.

Federal Compliance

18. Implementation of the requirements of the Americans with Disabilities Act relating to transportation planning and service provision.

19. Assistance, particularly in production of maps and data analysis, to C-TRAN in their efforts to implement ADA and Title VI.
20. Monitoring of implementation strategies for clean air maintenance, in collaboration with the state's Department of Ecology and local agencies.
21. Title VI documentation and certification as required by FTA.
22. Review of upcoming transportation projects for meeting MIS criteria. MIS projects will be noted in the MTP.

FY99 Expenses:

	\$
RTC	99,332
Total	<u>99,332</u>

FY99 Revenues:

	\$
Fed. CPG	58,897
RTPO	16,371
Local	<u>24,064</u>
	99,332

4. TRANSPORTATION PLANNING ACTIVITIES OF STATE AND LOCAL AGENCIES

Federal ISTEA legislation requires that all regionally significant transportation planning studies to be undertaken in the region are included in the MPO's UPWP regardless of the funding source or agencies conducting the activities. Section 4 provides a description of identified planning studies and their relationship to the MPO's planning process. The MPO/RTPO and local jurisdictions coordinate to develop the transportation planning work programs.

4A. Washington State Department of Transportation, Southwest Region

Washington State Department of Transportation, Southwest Region, publishes the *Washington State Department of Transportation, Southwest Region, FY99 Unified Planning Work Program* which provides details of each of their planning elements.

Key issues and planning activities for the WSDOT Southwest Region are:

1. Participating in the financial constraint of the Washington Transportation Plan, including development and implementation of the six year plan in cooperation with Programming and the Olympia Service Center.
2. Continue the refinement of the State Highway Systems Plan (HSP).
3. Continue multimodal/intermodal planning with participation in the high capacity transit (HCT) planning, high speed rail, and with the MPO's and transit agencies.
4. Partnership planning with the MPOs on air quality, system performance, congestion management, Intelligent Transportation Systems (ITS), livable communities, least cost planning, and major investment studies.
5. Participate in the establishment of a tri-state international trade corridor.
6. Participate in the development of appropriate bi-state studies to address the problems related to the movement of freight and commuters. These studies will build on the I-5 North Reconnaissance Study.

WSDOT WORK ELEMENTS:

Planning and Administration

State Transportation System Planning

Multimodal/Intermodal Planning/Coordination

High Occupancy Vehicle (HOV/High Capacity Transit (HCT) Coordination

State Systems Planning

Route Development Planning

Corridor Planning

Corridor Management Planning

Regional and Local Planning

Reviewing Local Comprehensive Plans/County Planning Policies

MPO/RTPO Coordination and Planning

Regional or Local Area/Corridor Studies

Public Transportation Planning

Special Studies

Development Review/Access/SEPA/NEPA

Public Information /Involvement Data and Research

Data Collection/Analysis

Travel Demand Forecasting

Transportation Demand Management (TDM)

Employee Transportation Coordinator

4B. C-TRAN

In addition to coordinating work with RTC C-TRAN has identified the following planning elements for FY99:

- C-TRAN published a **Park-and-Ride Site Selection** Study final report in January 1998. The Study provides the agency with options for development of additional park and ride facilities in the priority I-5 corridor. Implementation will be considered in FY99.
- **C-TRAN System Evaluation** will continue to evaluate the transit system in terms of maximizing use of resources
- **7th Street Transit Center Expansion** will be planned in relation to the re-development of the Esther Short Park area of downtown Vancouver.
- **Transit Oriented Development** serves to make transit use more convenient for the passenger. Examples of such development include siting of services of use to the transit user (e.g. daycare and dry cleaning services) adjacent to transit facilities. C-TRAN plans to coordinate partnership activities which will encourage the siting of transit oriented development.
- **Commute Trip Reduction Program:** C-TRAN is lead agency for Clark County implementation of the State Commute Trip Reduction Program to reduce single occupant vehicle trips to the County's largest employers.
- **Welfare to Work:** C-TRAN is coordinating with Clark County welfare and employment service providers to determine the needs of welfare to work clients. C-TRAN can provide fixed route bus service and vanpool service to meet the needs of welfare to work. C-TRAN has organized meetings of the welfare and employment service providers to determine the level of need for transit service.

4C. Clark County and other Local Jurisdictions

The following planning studies have been identified by Clark County:

- **Transportation Improvement Program (TIP), 1999-2004:** will involve work with the Transportation Improvement Program Involvement Team (TIPIT), which includes citizen representatives, to develop the 1999-2004 TIP for Clark County.
- **Concurrency Management System:** includes maintenance of the Concurrency Management System. The work program includes monitoring of existing capacity, capacity reserved for recently approved development and LOS in response to new development proposals. A "state of the system" report is issued periodically and full system evaluation and update is also carried out periodically.
- **Capital Facilities Plan and Transportation Impact Fees** program update.
- An **Arterial System Classification Map** was adopted in 1996 and relates to the GMA to guide improvements required of developments for existing and future roadway cross-sections. In FY99 the classification system will be reviewed for currency.
- **Ward Road/172nd Avenue Corridor** alignment study will be complete.
- **Fourth Plain/Orchards** area local traffic circulation study to look at impacts associated with the Fourth Plain widening project will be complete.

- **Padden Parkway, West Leg (53rd Avenue to Andresen) Design Study.** The Padden Design Team will work on the west leg of the proposed Padden Parkway, from NE 53rd Avenue to Andresen, after completion of the mid-section design.
- **NE 10th Avenue, SR-502** (219th Street to NE 264th Street).
- **Airport Planning Study:** The Clark County Airport Advisory Task Force, 14-members strong, began meeting in FY98. The Task Force is charged by statute and the county commissioners with mapping the county's aviation future through 2020. They will address the airport "protection" and long-range airport planning requirements established in the GMA transportation plan strategies.
- Following development of a 1995-2000 **Safe Walkways Program** Clark County will continued to involve citizens to solicit and evaluate walkway needs throughout the County.
- A **Bicycle Advisory Committee** assisted Clark County in putting together the 1995-2000 Bikeways Program. The Advisory Committee continues to meet to evaluate, prioritize and implement bicycle projects.
- **Countywide TDM Program (Commute Trip Reduction):** to provide support in program implementation for affected employers to reduce single occupant vehicle trips and vehicle miles traveled. The element is programmed in the Transportation Improvement Program for Clark County. Work activities include 1) marketing assistance provided to employers, 2) regional ride-matching service, 3) ETC network support, 4) local partners for smart commuting, 5) community education program, 6) Oil Smart Campaign, 7) technical assistance to employers and 8) administration of the CTR contract and funds.

The following planning studies have been identified by **CITY OF VANCOUVER**:

- **Concurrency Management System** implementation by corridor travel time methodology.
- **Capital Facilities Plan and Transportation Impact Fees** program update.
- **I-5 Access Study** (6th Street off-ramp from I-5 to be studied).
- **Mill Plain East Extension Study** to determine alignment of highway to connect Mill Plain with SE 1st Street to the east of 164th Avenue.
- **Neighborhood Traffic Control Program.**
- **City Commute Trip Reduction Program:** This program is designed to assist affected employers in reducing single occupant vehicle trips to and from work. Work program tasks for the City include liaison work, task oversight and reporting, identification of new CTR affected employers, and employer program review.
- **Neighborhood Street Network Plan:** This plan will provide a consistent set of guidelines and requirements for the layout and design of neighborhood streets. An initial step will involve evaluating existing layout and design options. Street connectivity issues, integration with higher order street systems, and land use implications for each option will be evaluated.
- **Bicycle and Pedestrian Transportation Plan:** This City is considering a Bicycle and Pedestrian Transportation Plan to provide a long-range, comprehensive strategy for improving non-motorized travel. The Plan will include specific recommendations for the planning, design, and construction of bicycle and pedestrian facilities.

5. GLOSSARY

ABBREVIATION	DESCRIPTION
AA	Alternatives Analysis
AADT	Annual Average Daily Traffic
AAWDT	Annual Average Weekday Traffic
ADA	Americans with Disabilities Act
ADT	Average Daily Traffic
AQMA	Air Quality Maintenance Area
AVI	Automatic Vehicle Identification
AVO	Average Vehicle Occupancy
BEA	Bureau of Economic Analysis
BMS	Bridge Management System
BN/SF	Burlington Northern/Santa Fe Railroad
C-TRAN	Clark County Public Transportation Benefit Area Authority
CAA	Clean Air Act
CAAA	Clean Air Act Amendments
CAC	Citizens' Advisory Committee
CBD	Central Business District
C/D	Collector/Distributor
CFP	Community Framework Plan
CFP	Capital Facilities Plan
CHAP	Community Hardship Assistance Program
CIT	Community Involvement Team
CM/AQ	Congestion Mitigation/Air Quality
CMS	Congestion Management System
CO	Carbon Monoxide
CPG	Consolidated Planning Grant
CREDC	Columbia River Economic Development Council
CRIS	County Road Information System
CTPP	Census Transportation Planning Package
CTR	Commute Trip Reduction
DCTED	Washington State Department of Community, Trade and Economic Development
DEIS	Draft Environmental Impact Statement
DEQ	Oregon State Department of Environmental Quality
DNS	Determination of Non-Significance
DOE	Washington State Department of Ecology
DOL	Washington State Department of Licensing
DOT	Department of Transportation
DS	Determination of Significance
EA	Environmental Assessment
EAC	Enhancement Advisory Committee
ECO	Employee Commute Options
EIS	Environmental Impact Statement
EPA	Environmental Protection Agency
ETRP	Employer Trip Reduction Program
FEIS	Final Environmental Impact Statement
FHWA	Federal Highways Administration
FMT	Functional Management Team
FONSI	Finding of No Significant Impact
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
FY	Fiscal Year
FFY	Federal Fiscal Year
GIS	Geographic Information System
GMA	Growth Management Act
HCM	Highway Capacity Manual
HCT	High Capacity Transit
HCTA	High Capacity Transit Account
HOV	High Occupancy Vehicle
HPMS	Highway Performance Monitoring System

5. GLOSSARY

ABBREVIATION	DESCRIPTION
I/M	Inspection/Maintenance
IDT	Interdisciplinary Team
IMS	Intermodal Management System
IPG	Intermodal Planning Group
ISTEA	Intermodal Surface Transportation Efficiency Act (1991)
ITS	Intelligent Transportation System
IV/HS	Intelligent Vehicle/Highway System
JPACT	Joint Policy Advisory Committee on Transportation
LCP	Least Cost Planning
LMC	Lane Miles of Congestion
LOS	Level of Service
LPG	Long Range Planning Group
LRT	Light Rail Transit
LTC	Legislative Transportation Committee
MAB	Metropolitan Area Boundary
MIS	Major Investment Study
MP	Maintenance Plan (air quality)
MPO	Metropolitan Planning Organization
MTP	Metropolitan Transportation Plan
MUTCD	Manual on Uniform Traffic Control
MVET	Motor Vehicle Excise Tax
NAAQS	National Ambient Air Quality Standards
NEPA	National Environmental Policy Act
NHS	National Highway System
NOX	Nitrogen Oxides
O/D	Origin/Destination
ODOT	Oregon Department of Transportation
OFM	Washington Office of Financial Management
OMP	Operations, Maintenance and Preservation
OTP	Oregon Transportation Plan
PAC	Policy Advisory Committee
PCE	Passenger Car Equivalents
PE/DEIS	Preliminary Engineering/Draft Environmental Impact Statement
PHF	Peak Hour Factor
PM10	Fine Particulates
PMG	Project Management Group
PMS	Pavement Management System
PNWRC	Pacific Northwest Rail Corridor
PQD	Pedestrian Oriented Development
Pre-AA	Preliminary Alternatives Analysis
PTBA	Public Transportation Benefit Authority
PTMS	Public Transportation Management System
PVMATS	Portland-Vancouver Metropolitan Area Transportation Study
RACMs	Reasonable Available Control Measures
RACT	Reasonable Available Control Technology
RDP	Route Development Plan
ROD	Record of Decision
ROW	Right of Way
RTAC	Regional Transportation Advisory Committee
RTC	Southwest Washington Regional Transportation Council
RTFM	Regional Travel Forecasting Model
RTIP	Regional Transportation Improvement Program
RTP	Regional Transportation Plan
RTPO	Regional Transportation Planning Organization
RUGGO	Regional Urban Growth Goals and Objectives
SEIS	Supplemental Environmental Impact Statement
SEPA	State Environmental Policy Act
SIC	Standard Industrial Classification
SIP	State Implementation Plan

5. GLOSSARY

ABBREVIATION	DESCRIPTION
SMS	Safety Management System
SMTTP	Statewide Multimodal Transportation Plan
SOV	Single Occupant Vehicle
SPG	Strategic Planning Group
SR-	State Route
SSAC	Special Services Advisory Committee
STIP	State Transportation Improvement Program
STP	Surface Transportation Program
SWAPCA	Southwest Washington Air Pollution Control Authority
TAC	Technical Advisory Committee
TAZ	Transportation Analysis Zone
TCM's	Transportation Control Measures
TDM	Transportation Demand Management
TDP	Transit Development Plan
TFC	Transportation Futures Committee
TIA	Transportation Improvement Account
TIB	Transportation Improvement Board
TIF	Transportation Impact Fee
TIP	Transportation Improvement Program
TIPIT	Transportation Improvement Program Involvement Team
TMA	Transportation Management Area
TMIP	Transportation Model Improvement Program
TMS	Transportation Management Systems
TOD	Transit Oriented Development
TPAC	Transportation Policy Advisory Committee
TPR	Transportation Planning Rule (Oregon)
Tri-Met	Tri-county Metropolitan Transportation District
TRO	Traffic Relief Options
TSM	Transportation System Management
UAB	Urban Area Boundary
UATA	Urban Arterial Trust Account
UGA	Urban Growth Area
UGB	Urban Growth Boundary
UPWP	Unified Planning Work Program
V/C	Volume to Capacity
VHD	Vehicle Hours of Delay
VMT	Vehicle Miles Traveled
VOC	Volatile Organic Compounds
WAC	Washington Administrative Code
WSDOT	Washington State Department of Transportation
WTDFP	Washington Travel Demand Forecasting Framework
WTP	Washington Transportation Plan
WTPI	Washington Transportation Policy Institute

6. FY99 SUMMARY OF EXPENDITURES AND REVENUES

SOUTHWEST WASHINGTON REGIONAL TRANSPORTATION COUNCIL									
FY99 UNIFIED PLANNING WORK PROGRAM - SUMMARY OF REVENUES/EXPENDITURES BY FUNDING SOURCE									
Work Element		Federal CPG	RTPO	CM/AQ	STP	HCTA/ OTHER	CM/AQ & HCTA MATCH	MPO Funds	RTC TOTAL
I REGIONAL TRANSPORTATION PLANNING PROGRAM									
A	Metropolitan Transportation Plan	45,000	12,000					18,386	75,386
B	Transportation Improvement Program	22,000	7,000					8,989	37,989
C	Congestion Management Monitoring			100,000				15,607	115,607
D	High Occupancy Vehicle Study 1					200,000	50,000	0	250,000
E	Commuter Rail 2					200,000	50,000	0	250,000
F	Skamania County RTPO 3		16,915		18,000			0	34,915
G	Klickitat County RTPO 3		18,723		18,000			0	36,723
	Sub-Total	67,000	54,638	100,000	36,000	400,000	100,000	42,981	800,619
II DATA MANAGEMENT AND TRAVEL FORECASTING PROCESS									
A	Reg. Transp. Data Base & Forecasting	71,000	10,000					29,009	110,009
B	Air Quality Planning	17,000	1,000					6,946	24,946
C	Commute Trip Reduction 4					40,000		0	40,000
	Sub-Total	88,000	11,000			40,000		35,955	174,955
III TRANSPORTATION PROGRAM COORDINATION AND MANAGEMENT									
A	Reg. Transp. Program Coord. & Management	58,897	16,371					24,064	99,332
TOTALS		213,897	82,009	100,000	36,000	440,000	100,000	103,000	1,074,906

Jan. 27 1998

1 Continued from FY98; amount represents full 2-year project budget

2 Continued from FY98; amount represents full 2-year project budget

3 Continued STP funding is not assured for non-MPO RTPO counties. However, the funding commitment is necessary to continue the RTPO work program.

4 Continued from FY98; amount represents full 2-year project budget

S T R U C T U R E G I C P L A N

1998
2003

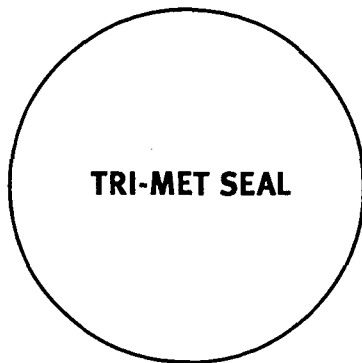
DISCUSSION DRAFT
MARCH 1998



h o w w e g e t t h e r e m a t t e r s .

MISSION

& G O A L S



MISSION

Tri-Met's mission is to assure people increased mobility in our growing, compact urban region.

GOAL 1: CUSTOMER SERVICE

Steadily increase system quality, reliability and customer satisfaction.

GOAL 2: RIDERSHIP

Increase transit ridership significantly faster than the growth in automobile trips.

GOAL 3: HUMAN RESOURCES

Attract, train and retain highly competent employees who put customers first.

GOAL 4: FISCAL STABILITY

Steadily decrease the cost of each ride provided. Maintain three months' working capital. Seek support for a regional revenue source sufficient to meet the region's transit and growth management goals.

GOAL 5: SERVICE EXPANSION

Provide more options for people to travel conveniently throughout the region. Working with regional partners: Expand and improve existing bus service; create transit services tailored to specific community needs; open MAX to the airport and advance South/North MAX to construction. Work with employers and commuters to reduce automobile use.

GOAL 6: LAND USE

Working with public and private partners, assure that a majority of all new housing and jobs within the urban growth boundary are within a convenient five-minute walk of the primary transit network. Advocate for development of pedestrian and transit friendly communities.

DRAFT

ADOPTED MO/YR

MARCH 26, 1998

DEAR

F R I E N D S :

Tom & Phil at Gresham City Hall station.

In 1993, the Tri-Met board approved a Strategic Plan focusing the agency on one challenge: sustaining livability in the face of a tremendous population boom. The plan illustrated our vision for convenient, accessible and reliable transit service serving an increasingly urban metropolitan area.

Since the plan's adoption, the metropolitan area has reinforced Tri-Met's vision with the Region 2040 Plan. As a result, local governments, developers, employers and residents are looking to Tri-Met as a pivotal player in regional livability efforts.

Over the last five years, Tri-Met has succeeded at reaching many of its Strategic Plan goals. Ridership grew faster than either auto use or population. Our customer focus responded to riders' needs for better information, security, convenient access, and quality service.

Most notably, we are on schedule for the opening of the wonderful Westside MAX line on time and on budget this September 12-13, which will operate using existing revenue sources.

Tri-Met assumed an important regional role outside the traditional transit arena. Local governments, developers and businesses look to Tri-Met for advice on pedestrian and transit-friendly development, as well as other strategies for reducing auto reliance.

In many ways, the challenge is just beginning.

As we implement the 2040 Plan, and as "the suburbs" are transformed into "regional centers," Tri-Met must continue providing the high levels of transit service essential to healthy urban development. This will require new ways of serving the tri-county area. It will also require new resources to transport thousands of additional riders each day.

At the same time, we will need to reinvest in our existing service system, assuring neighborhoods we have served for nearly 30 years that they can continue to rely on us.

Tri-Met will be looking to its partners in the region's livability experiment to make sure the entire region benefits from high quality transit. The next five years may bring new alliances for revenue generation, development and operations.

During the last five years, we at Tri-Met have been proud of our contributions to the region's vision of livability. We look forward to working closely with people and organizations throughout the region as we pursue our shared goals.



Philip R. Bogue
President of the Board



Tom Walsh
General Manager

BACKGROUND

L O O K I N G B A C K

Apartment living near Gresham
Central MAX station

In 1993, Tri-Met adopted a strategic plan that promoted a bold vision for the future of the Portland metropolitan area. In this vision, transit plays a key role in maintaining the region's position as one of the continent's most livable areas during a time of tremendous population growth.

With the adoption of Metro's Region 2040 Plan, area citizens have reaffirmed Tri-Met's vision and raised the bar for transit performance through the first years of the next century. Metro and local governments are now taking steps to implement this vision throughout the region, and they are looking to Tri-Met to help them meet their goals: creating attractive, vital communities inside the urban growth boundary while minimizing the negative effects of population growth.

Without an effective, comprehensive transit system coupled with thoughtful land development, the metropolitan area risks losing its treasured livability and will invite the types of problems we associate with urban growth throughout the country: air pollution, frequent long drives to reach jobs and services, burdensome costs for road and utility construction to serve suburban fringe development, and a seemingly endless demand for new highways.

Gresham has planned its
downtown around MAX.

TRI-MET CAN HELP MAKE THE VISION REALITY BY:

- ⊙ Continuing our role as one of the nation's most effective transit providers and setting new standards for service excellence;
- ⊙ Reinvesting in our current system to assure and enhance service reliability—our customers' number one priority;
- ⊙ Committing to aggressive changes in regional transit service to meet the needs of growing communities outside the city of Portland;
- ⊙ Challenging the region's governments and developers to create communities that make it easy and convenient to walk and ride, rather than drive; and
- ⊙ Pursuing partnerships for financing, development and operations to meet the array of service demands in a more urbanized region.

Busy buses at Transit MALL
Downtown

Transit has been a tool to help fight
traffic congestion, air pollution and
the increased costs of building
new roads and utilities.

The region is already demonstrating that regional planning can be effective in managing the impact of population growth. And Tri-Met has a track record of providing expanded and improved service to meet growing needs.

But Tri-Met has seen clearly the limitations of its current capacity to serve the region as envisioned in the 2040 Plan. As the pace of regional development accelerates, Tri-Met must move quickly to provide substantially more service than ever before. In addition, it must essentially redesign its system outside the city of Portland.

The Strategic Plan Update will help Tri-Met accommodate—and anticipate—growth as the region builds out toward its 2040 goals. Most importantly, it will focus the agency on the reality of a changing region and the fiscal challenges associated with meeting our growth management goals.

FIVE YEARS

O F S U C E S S

Tri-Met employees and partners throughout the region took seriously the commitments made in the 1993 Strategic Plan. The agency made significant progress toward accomplishing the six Strategic Plan goals. The following sections review those actions goal by goal.

GOAL 1: CUSTOMER SERVICE

Since the adoption of the strategic plan, Tri-Met has focused on providing quality response to customer needs and interests. The agency has worked to address community priorities about security and accessibility, as well as the general quality of service available throughout the system.

- ⊙ Seventy-two percent of respondents in a recent survey gave customer service an "excellent" rating. The agency significantly improved the quality and timeliness of responses to customer comments.
- ⊙ Tri-Met increased security expenditures more than 16 percent a year between FY 95 and 98. Riding Portland area transit is safe. Out of 67 million transit trips last year, Tri-Met reported 136 incidents of assault.
- ⊙ In 1997, Tri-Met began running the first low-floor buses and the nation's first low-floor light rail cars, making boarding faster and easier for everyone.
- ⊙ Since implementation of the Americans with Disabilities Act began in 1992, ridership on the door to door LIFT program has increased by 49%.
- ⊙ Tri-Met installed its new bus dispatch system, which will markedly improve on time service.

Low floor bus near old belmont dairy

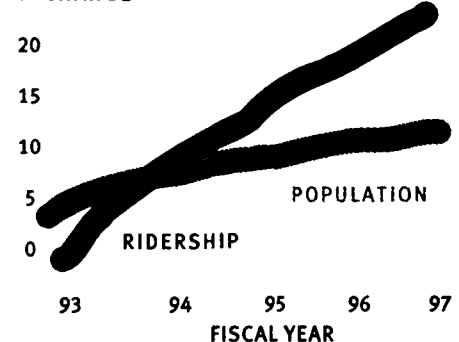
Nearly one-third of the residences built in the last five years where through redevelopment and infill, helping drive strong growth in ridership

GOAL 2: RIDERSHIP

As the region's population increases, Tri-Met faces the challenge of retaining existing riders and attracting new customers, balanced against the capacity to serve more and more people. The following figures indicate how the agency is keeping up with growth:

- ⊙ Between 1993 and 1997, ridership grew nearly twice as fast as the growth in service hours (16.8 percent more people boarded the buses and trains, while Tri-Met vehicles were on the road 8.7 percent more).
- ⊙ During the same period, Tri-Met ridership grew almost three times as fast as the region's population: a 16.8 percent ridership increase compared to an 6.2 percent increase in the population of Washington, Clackamas and Multnomah County.
- ⊙ Tri-Met is serving more people, more efficiently. Per capita ridership is up 10 percent. At the same time, ridership for each hour of service is up 7.4 percent.
- ⊙ Ridership grew 14 percent faster than automobile trips between 1992 and 1997.

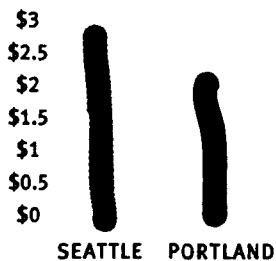
RIDERSHIP AT RECORD HIGH
% CHANGE



PORTLAND OUTPERFORMS PEERS

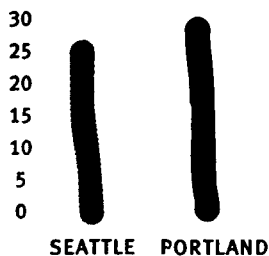
COST PER RIDE

Portland 46% lower



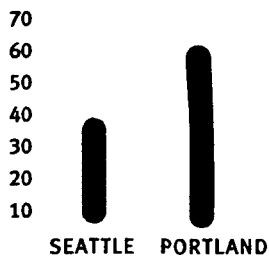
RIDES PER HOUR

Portland 18% higher



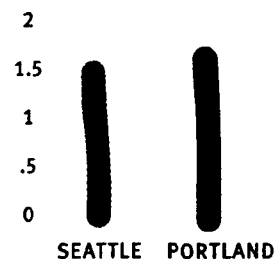
RIDES PER CAPITA

Portland 22% higher



SERVICE PER CAPITA

Portland 6% higher



Low Floor MAX at Civic Stadium

With the opening of Westside Light Rail in September 1998, Tri-Met will be expanding bus and rail service 6.8%.

GOAL 3: HUMAN RESOURCES

Since the adoption of the Strategic Plan, Tri-Met has focused more attention on its 2,300 employees by establishing a Human Resources Division and incorporating human resource issues in overall agency decision-making.

- ⊙ Tri-Met continues to be aggressive about recruitment, attending job fairs and conducting other outreach to inform qualified individuals about Tri-Met career potential.
- ⊙ The agency has expanded and improved employee recognition programs substantially.
- ⊙ Employee turnover remains lower than the national average.

GOAL 4: FISCAL STABILITY

Effective management, good planning and a strong economy helped Tri-Met maintain fiscal stability while expanding service. The phase-in of the Municipal Payroll Tax between 1990 and 1995 has added \$4.5 million a year, boosting the agency's annual income during a time of increased service demand.

- ⊙ Tri-Met is prepared to begin operating a major new rail line—Westside MAX—using existing revenue sources. This is a remarkable feat for any transit agency in the nation.
- ⊙ Tri-Met maintains a three month capital reserve, providing a service level buffer in case of a rapid, unanticipated slump in revenues.
- ⊙ Tri-Met was able to invest in new equipment, hire new operators and redesign services to meet ADA requirements—satisfying its commitment to the community and its legal requirements to the federal government.
- ⊙ An 8.7 percent increase in service between 1993 and 1997 helped the region meet growing transportation needs from a growing population while generating additional passenger revenues.

Chart source: FTA section 15 reports

FIVE YEARS

O F S U C C E S S

BUSINESS

P L A N

BOARD OF DIRECTORS

Philip R. Bogue, President

The Rev. Alcena E. Boozer

Shirley A. Huffman, Vice President

Donald S. McClave

George J. Passadore

Robert Williams

EXECUTIVE STAFF

Dick Feeney, Executive Director Governmental Affairs

Bruce Harder, Executive Director Finance & Administration

Margie Harris, Executive Director Marketing & Customer Services

Neil McFarlane, Executive Director Capital Projects & Facilities

Brian Playfair, Executive Director Operations/General Counsel

Bob Stacey, Executive Director Policy & Planning

Trudy Toliver, Executive Director Human Resources/Organization Development

Tom Walsh, General Manager

Tuck Wilson, Executive Director Light Rail Design & Construction

STRATEGIC PLAN WORKING GROUP

G.B. Arrington, Director Strategic Planning, Project Manager

Kathryn Coffel, Director Market Information

Jill Dinse, Special Council/Operations

Neil McFarlane, Executive Director Capital Projects & Facilities

Margie Harris, Executive Director Marketing & Customer Services

Claire Potter, Director Financial Analysis

Bob Stacey, Executive Director Policy & Planning

Trudy Toliver, Executive Director Human Resources/Organization Development

Shelley Lomax, Manager Business Programs

Sandy Vinci, Director Organizational Development

OTHER CREDITS

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Design: Debbie Huntington

Writing: Claire Levine

WHO'S WHO

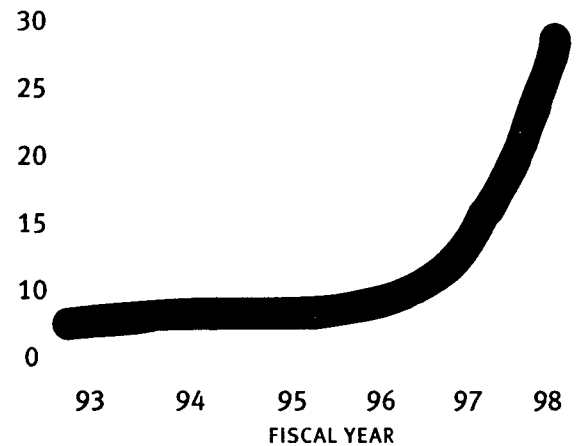
A T T R I - M E T

GOAL 5: SERVICE EXPANSION

Some of Tri-Met's most innovative activities fall under the category of service expansion. These include expansion of existing conventional bus and MAX service as well as establishment of completely new services.

- ⊙ The "Transit Choices for Livability" project engaged suburban residents and employers in planning specialized transit services. Some of the choices, including shuttle buses called "The Local" and improved bus service, have already been put in place.
- ⊙ MAX began running to Goose Hollow in August 1997, and Tri-Met is on schedule to begin full Westside MAX service on September 12, 1998.
- ⊙ Tri-Met worked in partnership with employers in the growing Lloyd District and on Marquam Hill to rearrange and improve service, provide special pass programs and generally make transit more convenient, available, and reduce congestion.
- ⊙ Tri-Met helped employers around the region comply with the state Employee Commute Options (ECO) rule, which requires large employers to develop a plan to reduce employee auto commutes.

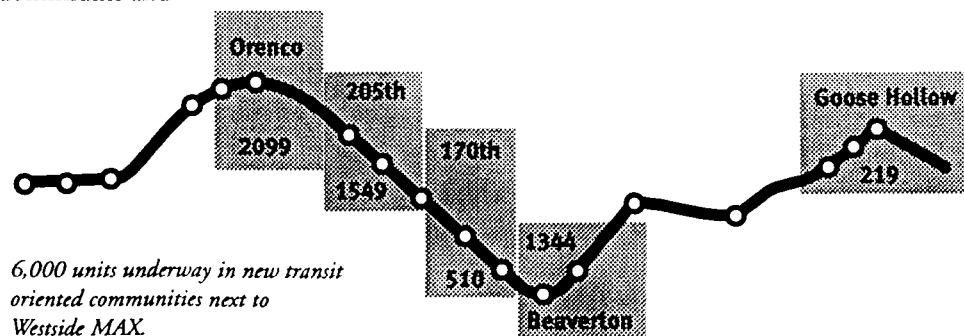
MORE AND BETTER SERVICE
Revenue hrs in bus equivalents



GOAL 6: LAND USE

The adoption of the 2040 Plan is one of the most significant events to impact Tri-Met—and the entire metropolitan area—in many years. The plan sets the stage for adoption of many local land use regulations that coincide with Tri-Met's vision of the future. The region's confidence in its growth management vision was reflected in Metro's recent decision to limit urban growth boundary expansion, opening only a small amount of land for new development.

- ⊙ Light rail expansion is attracting urban style development, demand for transit and continued revenue for the system, while limiting the need for private auto use by residents and commuters. Currently, developers are building approximately 6,000 housing units close to Westside MAX stations.
- ⊙ Metro and local governments are encouraging new development along existing transit lines. For example, private and public agencies worked together to revitalize the Belmont Dairy, an abandoned building on Portland's aging Belmont Street. Belmont Dairy stands as an example of high quality infill on a major transit route.
- ⊙ Tri-Met actively advises the federal, state and local governments as well as developers about transit-friendly development.
- ⊙ The region has seen ground-breaking and construction on five transit supportive demonstration projects: Gresham Central, LaSalle Apartments, Stadium Station Apartments, Arbor Vista Condominiums and 172nd and East Burnside.



NEXT FIVE YEARS

TWO MAJOR CHALLENGES

The local in downtown Oregon City

Tri-Met has started operating new community based service using mini-buses.

As Tri-Met approaches the end of a strategic planning period, it has the opportunity to review its goals in light of new developments, trends and information. Based on its internal analysis as well as frequent communication with riders, local government officials and other stakeholders throughout the region, Tri-Met has revised its goals to reflect the region's situation in 1998.

Tri-Met has received one principal message from the region since Strategic Plan approval: the vision of transit's role in growth management is right on target. The adoption of the 2040 Plan confirmed the direction expressed in the Strategic Plan, and community response continues to support this vision.

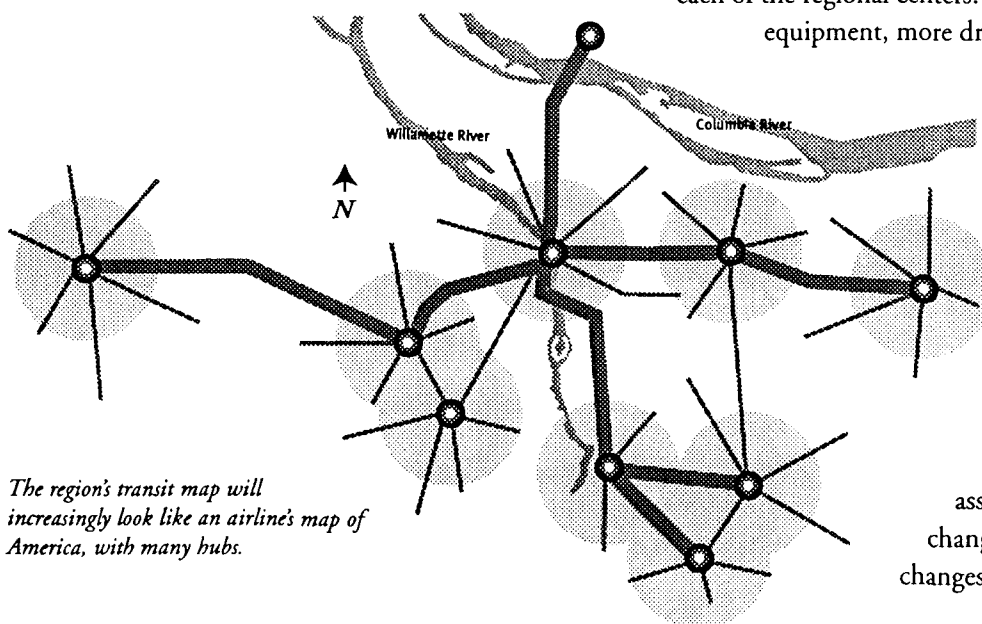
But Tri-Met is also aware of ways in which it must work more effectively to accomplish both its own goals and those of the 2040 Plan.

The following themes describe the changes Tri-Met and its partners must pursue in our effort to sustain our quality of life.

SUBURBAN SERVICE: MORE AND BETTER. Tri-Met provides 30 percent of its service in what we traditionally have considered "suburban" Portland. Yet we know that 70 percent of the region's growth is taking place outside of the City of Portland. For Tri-Met to meet the challenge of the 2040 Plan it not only must provide much more service to the suburbs, it must do so in a way that fits suburban transportation needs better.

The 2040 Plan envisions transit trips to regional centers increasing by Portland more than 300 percent by the year 2015, compared to a 100 percent increase to downtown. Current transit service is not designed to handle this substantial growth. We must change from a single hub and spoke system focusing on downtown Portland to a series of hubs at each of the regional centers. To do so will require more equipment, more drivers and very different transit patterns.

In addition, Tri-Met must assure that transit service is available within each of the suburban communities, so that people can reach schools, shopping and jobs without using cars—whether or not those destinations are located in a regional center. Furthermore, the agency must be more vigilant in assuring that as development patterns change within a community, transit service changes accordingly.



The region's transit map will increasingly look like an airline's map of America, with many hubs.

CHANGE IS UNDERWAY. Tri-Met already is providing specialized services that fit the needs of distinct communities. Through the Transit Choices for Livability (TCL) process, for example, shuttle buses currently connect major employers in Beaverton, Oregon City and Gresham to transit centers and local neighborhoods.

The region will be challenged to move beyond the pilot approach of TCL to provide comprehensive service within and between regional centers.

However, with current funding levels, the region will fall far short of reaching its vision for transit:

- ⊙ To serve the growing region at levels called for in the 2040 Plan would require nearly four percent annual service expansion. With existing revenues, Tri-Met can expand fixed route bus service at less than half of that rate.
- ⊙ Specialized service to less highly populated areas will cost more per trip.
- ⊙ Conventional bus service to less densely populated areas will generate less fare box revenues.

To meet the region's 2040 Plan expectations, Tri-Met and its partners must:

- ⊙ Pursue a new funding source to provide increased transit service throughout the region;
- ⊙ Explore partnerships for providing efficient customized service where it is required;
- ⊙ Dedicate resources to determining transit needs throughout the region, design new types of transit service and acquire the vehicles to provide these unique services.

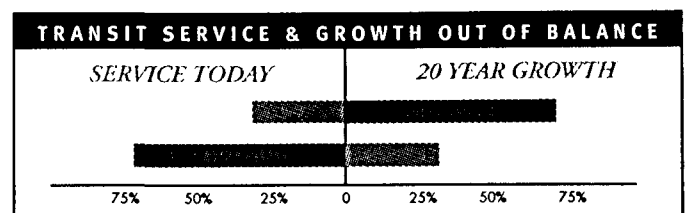
SUPPORT THE EXISTING SYSTEM. Tri-Met faces two significant issues that will require major capital investment in the existing transit system during the next five years.

- ⊙ **WE ARE RUNNING OUT OF EXCESS CAPACITY.** Ridership has grown by 17 percent over the last five years. Historically Tri-Met was able to accommodate many of the new riders on existing vehicles. Today, capacity is full at peak times, many buses have standing room only. Tri-Met has begun to increase peak hour service and the agency will need to continue adding buses to serve commuters.

- ⊙ **WE HAVE TO DO MORE TO KEEP SERVICE LEVELS THE SAME.** As the region fills with people and vehicles, it takes longer to get from one place to another. More riders slow the loading process: more cars slow traffic speeds. To provide the same reliable service requires more buses. Tri-Met estimates on average it must increase bus service by 1.5 percent a year just to maintain current reliability.

Caption, bus/MAX and auto traffic

To provide the same reliable service on congested roads requires expanding service 1.5% a year.



About 70% of future growth will be in the suburbs while they only have 30% of Tri-Met's service today.

LOOKING AHEAD

TRI-MET IN THE YEAR 2003

Goal 1

CUSTOMER SERVICE

standards, transit,

system quality,

reliability,

and customer

satisfaction.

Today, Tri-Met management and employees are unified in their vision of a highly effective agency that serves the growing needs of a dynamic region. That vision has been reinforced by adoption of the 2040 Plan and by a continuing, open dialogue with riders, transit advocates, local government officials, employers and community leaders throughout the region. Tri-Met's goals for the next five years continue the agency's pursuit of the original Strategic Plan vision and the objectives of the 2040 Plan.

The following are Tri-Met's goals for the years 1998 through 2003, accompanied by descriptions of what we expect to accomplish during the next period of Strategic Plan implementation. We invite you to share our vision of Tri-Met's organization, performance and operations after five years of implementing this Strategic Plan.

CUSTOMER SERVICE: THE HIGHEST PRIORITY.

Tri-Met's exceptional customer service standards have added significantly to transit's popularity. Knowing they will be safe, comfortable, well-informed about schedules and routes and—most importantly—that they will reach their destinations on time, people are happy to choose transit as their preferred transportation mode. This adds to Tri-Met's overall goal of reducing regional auto trips while contributing to the system's operating revenues.

Every rider or passerby who interacts with Tri-Met experiences clean, well-maintained shelters and vehicles, courteous, helpful operators, and clear customer information and easy boarding rides. Each telephone caller receives information easily and quickly, with prompt follow-up to complaints and suggestions. Every person with whom a customer interacts is polite, helpful and genuinely interested in addressing the customer's question or problem.

TREAT EACH CUSTOMER AS AN INDIVIDUAL is the agency's operative principle. Tri-Met's culture continues to support the values of patience, positive and respectful communication and follow-through. Tri-Met seeks opinions and incorporates ideas from customers, employees and the community and applies them toward improving products and services.

IT'S CENTRAL TO OUR JOBS. From an employee's initial contact with Tri-Met, he or she understands that customer service is the ultimate purpose of every Tri-Met job. Recruitment, hiring, training, communications, team-building exercises and employee development and recognition emphasize that customer service is equally as important as technical achievement.

Tri-Met measures customer service on a quarterly and yearly basis, and employees receive feedback and acknowledgment about their customer service efforts.

SAFETY, SECURITY AND ACCESSIBILITY. Through enhanced security measures, Tri-Met has worked aggressively to make sure riders feel safe and are safe when they enter a Tri-Met bus, train or station. Tri-Met has also worked vigorously to make transit easy to use for everyone in the region, including people who use mobility devices or who have special needs.

To promote comfort and safety, Tri-Met has provided additional shelters, improved lighting, increased the availability of customer information at stops and stations, and increased the frequency of cleaning and maintenance.

INVESTMENT IN TECHNOLOGY. Tri-Met has invested in the "fleet of the future," acquiring air-conditioned vehicles, low-floor trains and buses, and security—three important contributors to customer satisfaction.

We know that reliability is one of the most critical concerns of Tri-Met riders. The agency uses new satellite technology to improve its on-time performance. Careful balancing of resources supports reliability, adequate service frequency, service increases, and other service improvements.

Profile: Customer Debbie Schmolinger with supporting statement aidfn dfoger dfjoaieur dfdfkdfu oeiuf df i fldkuf foju f df io ifuidfudif dfdiuf i df idudof d dif idf iidufdfu difudi dif dif sd d di d sdfdf difu d mdf ad asdi dfi adda dadoif dsi d dfdf od sdof dfodda d

STEPS TO ACHIEVING GOAL 1:

- ① Continue the positive work achieved through the customer service plan, emphasizing the timing and quality of responses to customers.
- ② Work with customers and employees to address the top priority improvements identified by customers and operators, particularly related to service reliability.
- ③ Emphasize safety and safety improvements, building on the security plan and the experience gained from the line of loss intervention project.
- ④ Incorporate customer service standards as part of all employees' performance expectations and corresponding rewards.
- ⑤ Place additional emphasis on recognition and reward activities for employees who provide outstanding customer service.
- ⑥ Make it easier for customers to participate in shaping Tri-Met's service priorities.

LOOKING AHEAD

TRI-MET IN THE YEAR 2003

Goal 2

RIDERSHIP

*Increase transit ridership
significantly faster
than the growth
in automobile trip*

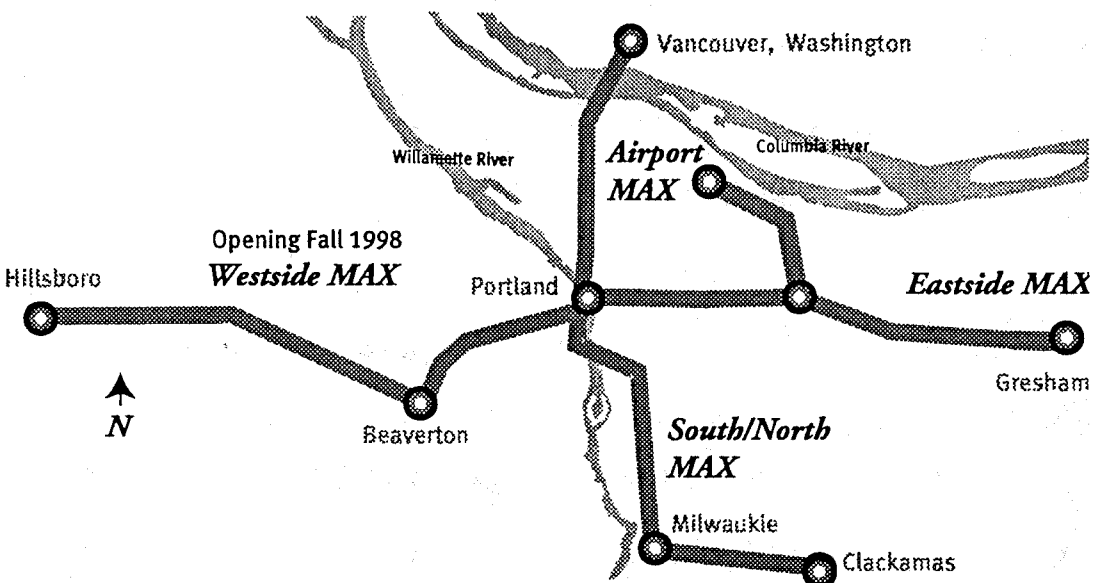
TRANSIT AS FIRST CHOICE. As communities throughout the region become more compact and transit friendly, Tri-Met ridership increased substantially over the last five years. More, dependable service designed to fit regional needs resulted in people finding that they prefer to use transit to reach their destinations almost anywhere in the region. While most people continue to use cars, transit is so reliable, convenient, and relaxing that they don't need a second car.

SERVING THE SUBURBS AND THE CITY. Tri-Met worked with communities throughout the region to design and operate service fitting the needs of local riders. The resulting service ties directly into the complete regional Tri-Met network. Since 2001, residents in Hillsboro have been able to take light rail all the way to the Portland Airport. Soon, they will be able to reach Clackamas County and North Portland.

With the implementation of the 2040 Plan and Tri-Met's aggressive commitment to serving regional centers, local jurisdictions and business groups have become transit's biggest supporters. Land use and financing decisions have integrated transit facilities more fully into their communities. Local governments and regional businesses find that creating and marketing transit services to employees and customers helps them achieve their specific goals. They promote the results of cleaner air and less congestion, and we will all reap the benefits.

Customized transit services, light rail and buses work together as a regional transportation network. Tri-Met coordinates security, schedules, fares, marketing and advertising, making transit service simple and accessible. New technology and traffic flow improvements offer transit rush-hour priority, so in some parts of the region, transit rides are faster than driving.

Crowded MAX at Pioneer Square



SAFE, EASY AND ACCESSIBLE. Where density is greatest, riding transit is the norm, and service frequency matches demand. Customers appreciate that service is so frequent that they don't need to consult a schedule. Customer waiting areas are sheltered, well lit, comfortable, and attractive.

Buses and trains are safe and comfortable, too. On hot days the air conditioning kicks in. Low floor buses and trains are everywhere, making it easier for everyone to get on board without climbing stairs. And as people increasingly use transit for such routine trips as getting to and from day care centers and grocery stores, the low floor vehicles are a boon to people carrying bags of groceries or pushing strollers.

OUR CUSTOMERS ARE OUR BEST ADVERTISEMENT. People tell their friends and families about the advantages of transit. And Tri-Met's locally focused marketing programs ensure that potential customers are aware of the variety of service available for work and leisure trips. Tickets and passes are easy to get, and many riders opt for the convenient annual pass.

Everyday, people have a choice about how to make their trips. Everyday they consider transit, and on most days will select it.

Profile: Bus Driver Ream Robertson
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STEPS TO ACHIEVING GOAL 2:

- ⊙ Continue the Transit Choices for Livability process to develop community transit service options
- ⊙ Improve convenience and reliability of bus and rail service
- ⊙ Increase rides by people with disabilities by helping them use fixed route service
- ⊙ Actively market new and existing services to local communities for maximum ridership

LOOKING AHEAD

TRI-MET IN THE YEAR 2003

Goal 3

HUMAN RESOURCES

*Attract, train and retain
highly competent
employees who put
customers first.*

PERSONNEL, OUR GREATEST RESOURCE. During the last ten years, Tri-Met refocused and reinforced its efforts to recruit, train and support its workforce. As a result, Tri-Met is a preferred employer. People enjoy working at Tri-Met because the work is rewarding, they recognize their importance to the agency and to the region's growth management efforts, and the compensation and benefits meet the needs of 21st Century employees.

OUR WORK IS CUSTOMER SERVICE. People at Tri-Met recognize that *how* work gets done is as important as *what* gets done. The *how* of their work is in the treatment of customers. With co-workers, transit riders, or the community at large, employees demonstrate the highest level of customer service.

WE ARE ALL RESPONSIBLE FOR THE AGENCY AND ITS OUTCOMES. People at Tri-Met reach for challenges. Responsibility is delegated throughout the organization, and accountability for results follows. The community knows that at Tri-Met, talent, creativity and hard work bring recognition and respect. Employees understand how their work contributes to overall community livability. The responsiveness of one operator to a single rider's situation is as critical to Tri-Met's success as an agency-wide decision.

WE REFLECT THE COMMUNITY. Tri-Met recruits and selects highly qualified employees who represent the diversity of the community and demonstrate excellent customer service skills. The agency continually reviews and revises recruiting strategies and human resources practices to reflect market conditions and assure consistently fair treatment of employees.

WE'RE ALL IN THIS TOGETHER. Tri-Met helps employees explore their professional potential. For those who wish advancement, Tri-Met encourages mentoring and professional training. For those who want to explore new territory, Tri-Met provides job rotations and offers new projects. For those who wish to remain in their current positions, ongoing challenges abound.

Caption, Happy team of employees

Training programs give these front-line employees specific tools to better solve problems and serve customers. Tri-Met taps the best internal and external training resources. Simply doing a good job is not enough. Through training programs, managers become leaders, coaches, and motivators of high performance rather than disciplinarians.

Managers listen, value and use the collective expertise of their employees. Dissenting points of view are welcomed and used to make better decisions. Challenging old ways and experimenting with new ones is the formula for progress. With increased communication and collaboration come accountability for performance and results.

Specially-designed operator training gives them the skills to deal with the daily challenges of providing a high quality service to hundreds of personalities each day in an ever-changing environment.

WE MONITOR OUR PROGRESS — TOGETHER. As responsibility is delegated within the organization, managers and employees track accountability for performance and results. Annual performance reviews only formalize the ongoing interactive relationship between manager and employee. The agency uses reviews to set goals and measurements gauging both the manager and employee's success.

THANK YOU'S ARE IMPORTANT. Throughout the agency, employees are routinely acknowledged for their contributions—from a simple "thank you" to formal recognition. The accomplishments of individuals and the collective achievements of cross divisional teams are encouraged and rewarded.

BUT WAGES AND BENEFITS ARE IMPORTANT, TOO. Tri-Met's compensation package is recognized as fair and consistent with the Portland regional market. The agency revises benefits to keep up with changes in the makeup and needs of individuals and families.

Profile: Mechanic Jean Currie from Rail Maintenance with supporting statement aidfn dfoger dfjoaieur dfdfkdfu oeiuf df i fldkuf foiu f df io ifuidfudif dfdiuf i df idudof d dif idf iidufdifu difudi dif dif sdd did sdfdf difu d mdf d asdi dfi dd adadoif dsi ddfdf od sdof dfoddad

STEPS TO ACHIEVING GOAL 3:

- Provide ongoing on-site professional development training for managers and frontline employees
- Increase supervisor assistance to operators by bringing new trainers
- Create a manager with employee team to improve coordination of daily operations
- Establish regular employee forums to gain input about future service design for BRT and other initiatives
- Manage funds available to the Transportation Sustainability Program

LOOKING AHEAD

TRI-MET IN THE YEAR 2003

Goal 4

FISCAL STABILITY

Steadily decrease the cost of each ride provided. Maintain three months' working capital. Seek support for a regional revenue source sufficient to meet the region's transit and growth management goals.

BEST RETURN ON THE DOLLAR. Tri-Met has achieved the best return for each dollar spent by increasing ridership and consistently applying established financial controls. The first place new money has gone is to move service on the street that is financially sustainable. Maintaining working capital equal to three months' operating expenses has kept the agency on track financially, assuring that had an economic downturn occurred, the agency would be capable of preventing drastic service cuts. New expenditures have been tied directly to achieving our goals and making the strategic plan real.

To serve and help shape development patterns in our growing region, Tri-Met developed a financing strategy to expand service more rapidly than its 1998 revenue base normally would have allowed. Tri-Met, encouraged and supported by its regional partners, succeeded in identifying and obtaining additional funding as well as getting the best return for each dollar spent. Funding sources were diverse and designed to meet a variety of different service challenges.

As a result of a regional consensus on the need to finance a dramatic increase in service levels and meet 2040, Tri-Met and its partners in service provision are on target for an annual 3.8 percent increase in transit service through the year 2015.

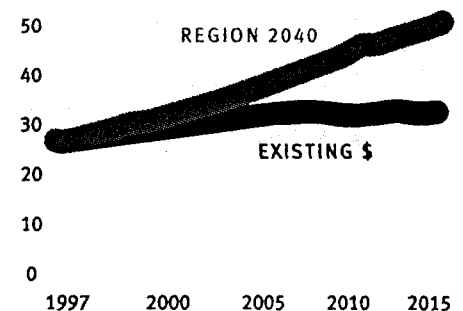
PARTNERSHIPS FOR NEW REVENUES AND SERVICE.

Building on the successes of the Transit Choices for Livability program, Tri-Met worked with local communities throughout the region to identify new resources for transit service and new ways of delivering that service.

Tri-Met and its partners custom designed community transit services on a location-by-location basis, using input from community residents and businesses. Partnerships with agencies, employers, developer and community groups support today's expanded transit system.

TRANSIT & REGION 2040

wkly revenue hrs (ooo's)



With current funding levels, the region will fall far short of reaching its vision for transit.

Profile: Steve Clark with supporting statement

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The most effective way to increase efficiency and steadily reduce the cost of each ride is to steadily increase the number of riders. Hence, Tri-Met worked with transit advocates and other partners to promote and achieve ridership growth throughout the region.

A RELIABLE AND SUSTAINABLE SYSTEM.

To prevent operating costs from escalating as service expanded, Tri-Met worked closely with customers, communities and regional partners to identify more cost-effective ways of providing community transit services that traditionally cost more than fixed route services. This effort was key to providing the reliable, efficient high quality service available to today's suburban riders.

Tri-Met's strategy for developing and implementing new MAX lines continued to evolve. We have planned future MAX lines to be built in smaller segments featuring innovative, cost-effective management and construction mechanisms. That approach helped the region secure a full funding grant agreement with the Federal Transit Administration to move the South/North MAX line into construction.

STEPS TO ACHIEVING GOAL 4:

- ① With regional partners, secure a new funding source to provide increased transit service throughout the region.
- ② Develop and secure community agreements, and funding plan for South/North MAX line segments - full funding grant agreement.
- ③ Working with the Transit Choices Committee, develop a strategy to implement community transit.

LOOKING AHEAD

TRI-MET IN THE YEAR 2003

Goal 5

SERVICE EXPANSION

Provide more options for people to travel conveniently throughout the region. Working with regional partners, expand and improve existing bus services, create transit services tailored to specific community needs, open MAX to the airport and advance South/North MAX in construction. Work with employers and commuters to reduce automobile use.

SO MANY MORE PEOPLE. Over the last five years, the Metro area's population boom continued. What only five years ago we called the suburbs are now urbanized communities.

To avoid gridlock, air quality violations and a deterioration of our quality of life, Tri-Met worked aggressively to provide more service—and service that was appropriate to each emerging regional and town center.

Tri-Met expanded its service by nearly 25 percent. Customers are delighted with expanded bus service, as well as with innovative new community transit service.

THE REGION CHANGED — AND SO DID TRI-MET. Through Transit Choices for Livability, communities throughout the region took the lead in designing transit services that specifically fit their needs. In some communities, frequent mini-bus service link employment centers and neighborhoods with the regional transit system. In other communities, dial-up vans and taxis connect neighborhoods with shopping and employment centers.

Throughout the region, Tri-Met has expanded fixed route service and added park and ride lots. Portland's central city is reaping the benefits of a streetcar line.

TRI-MET IS NOT NECESSARILY THE ONLY OPTION FOR TRANSIT SERVICE. The region successfully pursued arrangements to provide community transit services cost-effectively. Local transportation management agencies, employers and private contractors added to Tri-Met's capacity throughout the region.

THINGS LOOK DIFFERENT HERE. In 1998, Tri-Met service focused primarily on downtown Portland. Today, we are well on the way to providing high quality service to regional centers like Beaverton, Gresham, Oregon City, Hillsboro, Milwaukie and Washington Square. The region's transit map increasingly looks like an airline map of America, with many hubs.

WE REINFORCED OUR STRENGTHS. The neighborhoods that traditionally have relied on Tri-Met have continued to benefit from high quality, reliable service. As neighborhoods throughout the city of Portland attracted more transit users through infill and redevelopment, Tri-Met added and redesigned service to meet demand. The agency has added service hours to relieve crowding and maintain schedules.

Tri-Met and its local government partners constructed projects to give buses some of the advantages of MAX. For example, "fastlink" projects have included signal improvements to move more quickly through traffic and keep the buses running on time.

WE HAVE CONTINUED TO GROW LIGHT RAIL after the successful opening of the Westside-Hillsboro extension in September 1998, with demand for service exceeding our forecasts and fueling expectations for system extensions.

Through a ground-breaking real estate transaction, Tri-Met and its regional partners built and began operating a new MAX line from the Gateway Transit Center to the airport. MAX trains began carrying passengers to the airport in 2001. The partnership that produced the airport spur, a model for creative public/private efforts and efficient project deliver has been emulated across the nation.

The region's number one transportation priority, the south/north MAX line, has moved ahead at a steady and deliberate pace. With local, state, and bi-state partnerships, the region adopted a financing plan for the locally-preferred alternative. Construction is proceeding segment by segment to keep costs low.

WE HELP THE REGION REDUCE AUTO USE. Tri-Met worked closely with employers to provide commuters with more, convenient ways to get to work, such as the PASSport program and carpools. The agency also helped establish transportation management associations like these in the Lloyd District, Tualatin and Beaverton.

In the years preceding the implementation deadline for the ECO rule, Tri-Met was viewed regionally as an indispensable, full-service consultant to employers and transportation management associations working to meet the rule's targets. Carpool and vanpool formation increased dramatically as a result of Tri-Met's guidance.

Profile: Dan Kneff Tualatin TMA
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STEPS TO ACHIEVING GOAL 5

- ① With assistance and guidance around the region, develop an implementation plan for Goal 5 addressing specific service designs, criteria to prioritize transit services, institutional alternatives for organizing the services and measures to judge success.
- ② Select the locally preferred strategy for the south/north MAX line, complete preliminary engineering, incorporate the project into the final design and construction plans, or in initial segment.
- ③ Work with the local government to complete preliminary engineering and make the go/no-go decision on the Airport MAX extension, and enter into a design/build contract for completion of the project.
- ④ Through the transit service plan, gradually shift the organization and focus of TMA's vision to address new regional population and employment.
- ⑤ Increase the level of activity on direct employer outreach efforts including transportation demand management, coordination with transportation management associations.

LOOKING AHEAD

TRI-MET IN THE YEAR 2003

Goal 6

LAND USE

Working with public and private partners, assure that a majority of all new housing and jobs within the urban growth boundary are within a convenient five-minute walk of the primary transit network. Advocate for development of pedestrian- and transit-friendly communities.

The Wall Street Journal stated in 1997: "In the past two decades, Portland has succeeded perhaps more than any other western city in controlling sprawl, fostering public transportation and revitalizing the inner city." The key to this success, and the piece that brought the Portland region to the attention of urban planners across the nation, was our marriage of land use and transportation planning.

Transit played a central role in this unique planning effort. Since the publication of that story, Tri-Met and the region continued to build on its track record of partnership between land use and transit strategies.

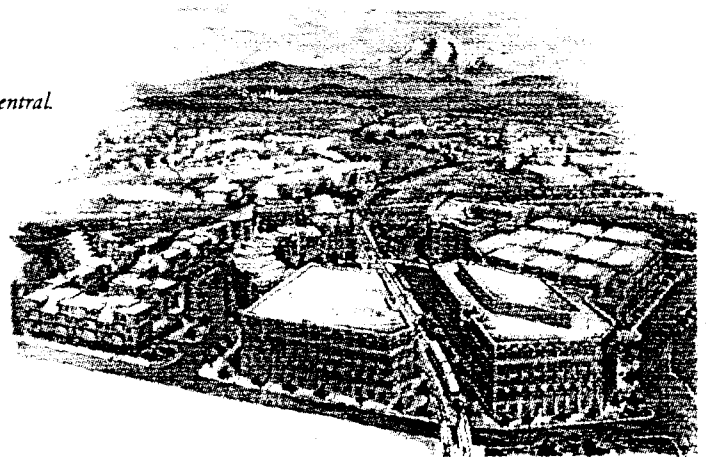
Tri-Met has worked closely in partnership with local jurisdictions, developers and neighborhoods, all of whom successfully promoted land uses and designs to foster mobility. Tri-Met has never had, nor has it ever sought, land use authority. Throughout the first years of the 21st Century, Tri-Met continued its role as an effective advocate and catalyst for land use patterns that encouraged access by a full variety of transportation modes.

THE REGION LOOKED TO TRANSIT — AND WE AND OUR PARTNERS RESPONDED. The region's 2040 Plan grew out of the tradition of planning jointly for land use and transportation needs. It was designed around transit. The regionally-agreed on framework plan stated that two thirds of the region's jobs and 40 percent of its households would be located close to frequent bus and MAX service.

IT'S WORKING BECAUSE OF HIGH QUALITY, APPROPRIATE TRANSIT SERVICE. One implication of the region's land use policies is increased demand for high quality transit service. Land use patterns have evolved. With 25 years of urban containment, the region has become more transit friendly. Areas that might not have supported good transit service in the past can do so today.

In 1998, Tri-Met recognized that local governments depended on transit to make their land use patterns work. At the same time, Tri-Met and the region recognized that transit relied on land use patterns that would make transit service efficient cost-effective. Tri-Met targeted service investments that reinforce transit-supportive land use patterns and land use actions. In so doing, the agency proved itself to be a full partner in implementing the 2040 strategy.

The Round at Beaverton Central.



WE DEMONSTRATE THAT IT WORKS. To make the 2040 vision the reality of the Portland region, residents, developers and investors needed to see actual development models that worked. These had to be well-designed, appealing both to the market and to existing neighborhood residents, and provide enough people living and working near transit to make the service useful and effective.

As an advocate for pedestrian and transit-friendly communities, Tri-Met worked with developers, local jurisdictions, Metro's TOD program and neighborhoods to shape projects that added value to their surrounding neighborhoods. These targeted demonstration projects incorporated new designs, tools and processes integrating transit-supportive buildings with good pedestrian environments into the surrounding community. Tri-Met's goal was to foster innovation and create successful new medium- to high-density development models that could be easily replicated in the private marketplace without significant public subsidies.

In the last five years, regional observers noted the success of model communities, particularly those built around MAX stations at both ends of the region. Since then, private developers, lenders, community development organizations and local governments have worked together wholeheartedly to make transit and pedestrian-friendly development the regional norm. No longer are these isolated models—more and more, they are becoming the standard for new development in the Portland metropolitan area.

Profile: Mayor Drake at the Round
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STEPS TO ACHIEVING GOAL 6

- ① Adopt a transit-friendly strategy that ties Tri-Met's service investments to the MAX Plan and local communities' visions of future growth
- ② By 2010, ensure successful opening and operation of 1000 new medium- to high-density housing units to high rail stations that demonstrate an increase in transit ridership
- ③ Broaden access to housing and use and real estate strategies to enhance Tri-Met's land development decisions and planning for future light rail projects
- ④ Work with jurisdictional partners to ensure the opportunity for transit-supportive development at MAX stops in regional and urban centers
- ⑤ Continue to work with the development community and local government partners to create development plans, provide comments on transit and pedestrian-related issues, and leverage transit-related improvements



How we get there matters.

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METRO

M E M O R A N D U M

March 5, 1998

TO: JPACT
FROM: TPAC

RE: Linking transportation funding to affordable housing

INTRODUCTION

JPACT has been requested to advise the Metro Council of means by which regional transportation funds might be employed to enhance housing affordability in the region and whether such measures would be desirable. JPACT passed this request to TPAC for analysis of technical considerations. The following represents the range of possibilities reviewed by TPAC and a recommendation of desirable actions.

First though, there are two important terms used in this memo that need to be clarified. "Assisted housing" refers to programs that provide subsidies to make home purchase or rents affordable to households earning 80 percent or less of median income. "Affordable housing" has been used to distinguish housing not associated with any specific subsidy program. Affordable housing relates not to median income but rather to the proportion of household income dedicated to housing. When housing costs consume 30 percent or less of household income, it is considered affordable regardless of income. Availability of low end market rate dwelling units is of concern for households earning above 80 percent of median income who do not qualify for assisted housing programs. As discussed below, transportation investment may prove useful as a tool for increasing the pool of units available to this income group.

A. SUMMARY OF TPAC FINDINGS AND RECOMMENDATIONS

In evaluating linkage of transportation funding and housing affordability TPAC identified several points of emphasis. These are summarized below.

1. Metro procedures currently link transportation funding decisions with promotion of higher density, mixed use housing served by high quality transit and/or in areas that

enjoy good access to centers of employment. This has resulted in benefits to affordable housing, as follows:

- a. An indirect benefit of these policies is that households can choose to avoid the high extra expense of maintaining one or more vehicles. This reduction of transportation-related expenses increases the ability of households to pay market rents.
 - b. In select cases transportation funds are presently used to directly reduce transportation related costs of new affordable housing development projects resulting in reduced market rate rents and/or implementation of assisted housing programs.
2. Linkage of transportation funding to housing affordability is positive. Transportation projects which directly or indirectly increase housing affordability should be rewarded with additional points and consideration in the technical and administrative ranking processes. TPAC recommends that these reward approaches be further investigated to encourage projects that help affordable housing.
 3. TPAC strongly concurs with the position stated by JPACT that transportation funds should not be withheld from jurisdictions as punishment for failing to implement "appropriate" affordable housing programs. TPAC notes that no jurisdictional sanctions approach for transportation funding is presently employed in the region.

B. RANGE OF INITIATIVES

A broad range of initiatives, including transportation based actions, are presently used in the region, in a positive fashion, to encourage supply of affordable housing. *TPAC recommends that these approaches continue to be investigated to reward projects that help affordable housing.* It should be noted though, that transportation financing is a very limited vehicle for achieving significant affordability goals and will always work best in coordination with other complementary land use and financing programs.

Transportation financing can improve housing affordability indirectly by enhancing household income, or directly by reducing housing costs.

1. Indirect Rewards

A common aspect of indirect reward approaches to housing affordability is their focus on increasing the proportion of household income available to pay market rents. This is achieved either by increasing absolute income -- i.e., promoting increased household employment -- or, reducing "fixed" expenses -- such as household transportation-related expenses -- so more household income is available to pay market rents. Both land use and transportation tools exist to promote these goals. For instance, the region could reduce household travel needs and expenses by the following: a) promote mixed use and transit oriented development; b) improve non-auto access to both nearby and distant employment and commercial services; c) promote location of

appropriate employment in proximity to concentrations of target households; or d) promote location of affordable housing in proximity to target employment.

- a) **Mixed Use & TOD.** The first of these approaches relates to a core rationale for the Regional Framework Plan. Promoting intensive development of housing and services in central city, regional center, main street, corridor, and station area locations should improve access to non-auto transportation alternatives. Households can choose to avoid the high capital, operating and insurance costs of maintaining one or more private vehicles. This increase of discretionary income can be applied to market rents, making them more "affordable". As a private sector tie-in, the region might prevail upon lending institutions to credit single, or non-auto households with higher mortgage eligibility levels. Banks could then justify acceptance of higher debt to equity ratios when considering lower income mortgage loan applications in good quality transit areas.
- b) **Employment Accessibility.** The second scenario is similar in intent but broader in its geographical application than the higher density 2040 Growth Concept areas mentioned above. It involves transportation improvements aimed at increasing access in existing low income neighborhoods to first time and/or higher paying employment opportunities. Again, the presumption is that such access will increase discretionary income and enhance affordability of market rents. Tri-Met already encompasses this approach in some of its route selection criteria where underperforming transit lines may be retained due to their servicing a high proportion of low income households. This model is most compatible with the "welfare to work" concepts being considered in the ISTEA reauthorization discussions. The region should pursue any discretionary "welfare-to-work" funding sources that may emerge in the reauthorization package.

Additionally, the region could evaluate sidewalk and bicycle system development programs in the context of welfare to work objectives. Creating access to transit and commercial services is already a fundamental objective of the project selection technical criteria for these programs. The Woodstock pedestrian project and regional Pedestrian to Transit program exemplify ways these programs can enhance affordable housing goals.

- c) **Employment Near Households.** The third scenario is exemplified by the Wacker Siltronics project and construction of the Convention Center. Public funds were used to secure siting of both enterprises in locations shy of employment opportunities and where a high proportion of households were expected to qualify for jobs that would be offered. A first source employment stipulation was attached to target employment opportunities to local residents.
- d) **Households Near Employment.** The fourth scenario is exemplified by projects such as Lovejoy Ramp Reconstruction which will leverage tens of thousands of new housing units in close proximity to the largest concentration of employment of all types in the region. No precise target of assisted housing units is stipulated in exchange for public financing of the reconstruction project. However, the magnitude of the redevelopment proposed for the properties adjacent to the viaduct provide a focus for implementing a variety of assisted and affordable housing programs managed by the City of Portland.

The first and second approaches are more policy based. Mixed use and TOD projects are being pursued vigorously in the region. The third and fourth approaches are targeted. Added attention would arguably cultivate greater opportunities. Clearly, each approach complements one another. Compact land use encourages non-auto trip making and is made more attractive by targeted investment in alternative modes. Higher permitted densities also provide more opportunity to negotiate assisted housing agreements with developers. Rents, regardless of whether they are market rate or subsidized, become more affordable if travel alternatives are provided that allow household transportation costs to be reduced and discretionary income to be increased.

2. Direct Rewards

A direct reward approach would target transportation-related revenue or credits to projects demonstrating a direct connection to creation of affordable housing.

- a) **Revenue Contribution** would include the traditional tool of using state and/or regional funding to pick up transportation related infrastructure costs that would otherwise be borne by an affordable housing developer. The CMAQ/TOD program is an example of this approach. The TOD program was integral to the Belmont Dairy assisted housing project and to such projects as the Beaverton Round, Gresham Central, 172nd /Burnside and Lovejoy projects which include highly affordable market rate units. It could also follow, in concept, the Immediate Opportunity Funding program managed by ODOT, whereby funds would allocated for this purpose.
- b) **Credit Contributions** would include reducing SDC's (system development charges), tax abatement, land write downs, etc., to reduce costs associated with affordable housing projects. An example of this approach is the Civic Stadium apartments leveraged out of surplus land from the Westside LRT extension.

Direct subsidy approaches can also be characterized as programmatic versus project specific. The Lovejoy and Beaverton Round projects are programmatic in that the relationship of the infrastructure investment to the anticipated affordability of their housing is not explicit. In contrast, Gresham Central, Belmont Dairy and the Burnside projects might not have proceeded without the infrastructure paid for with public funds.

C. IMPLEMENTATION ISSUES

Increasing transportation related support of housing affordability will entail modification of current regional project selection processes. The region might also consider establishing new funding mechanisms that are more responsive to timing issues that drive the development community.

1. Selection Processes.

Multi-modal projects selected for regional funding currently are ranked for both technical and administrative merit. Technical ranking awards a maximum of 100 points to any given project. *TPAC recommends that this point system be modified to award some advantage to*

projects that clearly demonstrate a nexus to housing affordability at either a program or project level. The intent is that a pool of *good transportation projects* be developed in the technical ranking process, of which some will directly address housing affordability.

The affordable housing subset of good transportation projects will then enter the administrative selection process "flagged" for their housing benefit to ensure some portion are in fact selected for implementation.

TPAC notes that the 40 points currently assigned projects on the basis of their "2040 compatibility" already assures that the bulk of investment decisions support the region's housing related policies of compact urban form and access to alternative modes. Again, it is adherence to these principles that will leverage the greatest indirect and direct improvement of housing affordability.

2. New Funding Mechanisms

The State maintains an Immediate Opportunity Fund that pays transportation related costs of significant new business investment in the state. The IOF is a reserve that can be deployed quickly at the discretion of the Oregon Transportation Commission and is therefore responsive to the rapid cycle of capital investment decisions. A similar model may be desirable as a means to stimulate construction of additional affordable housing units. Presently, the region encumbers its transportation funds on a multi-year basis. In order to subsidize a road project that would enable a developer to reduce market rates, or enter into an assisted housing agreement, several years lead time might be required before new, unencumbered funds could be allocated to the project. Maintaining a reserve fund for this purpose could theoretically stimulate additional interest in the development community for construction of lower cost housing.

D. PENALTY APPROACH

A penalty approach would withhold award of regionally allocated transportation funds from communities that do not implement "acceptable" assisted housing/affordable housing programs. *TPAC strongly concurs with JPACT that the region should not withhold regional transportation funding to penalize jurisdictions in this fashion.*



METRO

Meeting: **JOINT JPACT/MPAC WORKSESSION**
Date: April 15, 1998
Day: WEDNESDAY
Time: 5:30 - 7:30 P.M.
Place: **ROOM 140, STATE OFFICE BUILDING**
800 NE OREGON, PORTLAND

AGENDA:

WORKSESSION ON DEVELOPMENT OF DRAFT PREFERRED AND
STRATEGIC REGIONAL TRANSPORTATION PLAN

COMMITTEE MEETING TITLE JPACT

DATE 3-12-98

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Metro

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Clark County

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KAY VAN SICKLE

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