

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ADOPTING THE	)	RESOLUTION NO. 12-4349
REGIONAL TRAVEL OPTIONS 2012-2017	)	
STRATEGIC PLAN	)	Introduced by Chief Operating Officer Martha
	)	Bennett with the concurrence of Council
	)	President Tom Hughes

WHEREAS, Metro adopted the 2035 federal Regional Transportation Plan on June 10, 2010; and

WHEREAS, the Regional Transportation Plan calls for the region to adopt strategies and make investments intended to encourage people to use transit, rideshare, bicycle, walk and other methods aimed at reducing drive-alone automobile trips; and

WHEREAS, the Regional Travel Options Subcommittee of the Transportation Policy Alternatives Committee that provides oversight for the development and evaluation of travel options strategies has engaged regional stakeholders through a strategic planning process and has developed the Regional Travel Options 2012-2017 Strategic Plan to support implementation of Regional Transportation Plan goals and objectives; and

WHEREAS, the Regional Travel Options 2012-2017 Strategic Plan describes the goals, objectives, strategies and priorities the program will carry out; and

WHEREAS, the Regional Travel Options 2012-2017 Strategic Plan describes the roles of Metro and program partners in carrying out program activities and identifies a base budget to support those activities, and

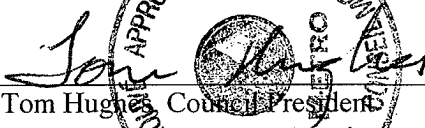
WHEREAS, the Regional Travel Options 2012-2017 Strategic Plan recommends eliminating the Regional Travel Options Subcommittee of the Transportation Policy Alternatives Committee established by Resolution No. 92-1610, and creating a working group comprised of Transportation Policy Alternatives Committee members and other interested parties for the purpose of making grant funding and policy recommendations related to the Regional Travel Options program, and

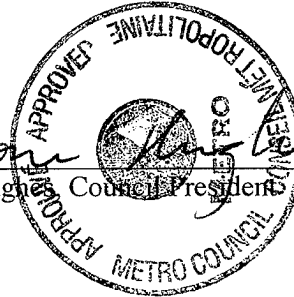
WHEREAS, the Regional Travel Options 2012-2017 Strategic Plan recommends eliminating dedicated funding for Transportation Management Associations provided for in Resolution No. 02-3183, and creating a new Regional Travel Options grant program to support Transportation Management Associations and other local and regional programs and projects that carry out Strategic Plan goals and objectives; now therefore,

BE IT RESOLVED that the Metro Council hereby:


1. Adopts the Regional Travel Options 2012-2017 Strategic Plan and approves the missions, goals, strategies, and actions in that Plan;
2. Eliminates (1) the Regional Travel Options Subcommittee of the Transportation Policy Alternatives Committee established by Resolution No. 92-1610; and (2) dedicated funding for the Transportation Management Associations provided by Resolution No. 02-3183.

ADOPTED by the Metro Council this 24th day of May 2012.

  
Tom Hughes, Council President



Approved as to Form:

  
Alison Kean-Campbell, Metro Attorney

## STAFF REPORT

### IN CONSIDERATION OF RESOLUTION NO. 12-4349, FOR THE PURPOSE OF ADOPTING THE REGIONAL TRAVEL OPTIONS 2012-2017 STRATEGIC PLAN

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Date: May 1, 2012

Prepared by: Dan Kaempff

## RECOMMENDATION

Staff recommends adoption of the goals, strategies and priorities described in the Regional Travel Options (RTO) 2012-2017 Strategic Plan (Exhibit A). The plan emphasizes regional collaboration and coordination to leverage resources, avoid duplication and maximize program impacts.

The RTO Subcommittee of Transportation Policy Alternatives Committee (TPAC) developed the RTO 2012-2017 Strategic Plan in consultation with program partners and stakeholders, and recommended adoption of the plan at their February 8, 2012 meeting.

## BACKGROUND

### Program mission

*“The mission of the RTO program is to make the Portland Metro Region a great place by working with local and regional partners to promote travel options that support economically vibrant communities, increase active transportation, and are environmentally sustainable.”*

### Program purpose

The RTO Program supports implementation of the 2035 Regional Transportation Plan (RTP) and carries out regional policy to increase use of travel options, reduce pollution, and improve mobility. The program focuses on making strategic investments that encourage the use of the alternatives to driving alone – carpooling, vanpooling, riding transit, cycling, walking and telecommuting.

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

### Strategic plan guiding principles 2012-2017

- Enable local partners to reach out to employers and residents to help make non-SOV travel choices.
- Link the RTO program to other Metro programs to proactively integrate transportation demand management into regional planning and growth management processes.
- Provide regional policy support and program development that supports efficient use of the existing transportation system.
- Establish a sustainable and diverse funding stream by linking the RTO program to other Metro transportation investments.
- Streamline Metro RTO services to limit duplication of roles and foster collaboration and the sharing of best practices among regional partners.

- Position the Metro RTO program to leverage community partners—such as health care providers, local jurisdictions, non-profit organizations, and others—to proactively build a regional travel options program that serves the diverse needs of the region.
- Develop a streamlined evaluation process that links to Metro’s overarching economic, environmental and community building goals and reduces the administrative burden on Metro RTO staff and its grantees.

**Program structure and recommended changes**

Historically, the RTO Subcommittee of TPAC has provided program oversight and recommended strategic plan updates, annual work plans and budgets, and RTO policies for approval by TPAC, JPACT and the Metro Council. The subcommittee has also overseen the RTO Grants Program and allocated funds to local projects and programs through a competitive process administered by Metro.

Nelson\Nygaard Consulting Associates led a team of consultants to create the 2012-2017 RTO Strategic Plan. They conducted an extensive process aimed at gathering stakeholder input and analyzing the existing program and its outcomes to date. Based on this, the 2012-2017 RTO Strategic Plan recognizes the successes and strengths of the existing RTO program. But it makes a number of recommendations aimed at improving the performance of the program, and better aligning program investments with the 2035 RTP Triple-Bottom Line desired outcomes of Economy, Environment, and Equity.

Under the recommended plan, Metro continues to administer the regional program, including carrying out funding agreements, measuring results and supporting partner collaboration. Metro will continue coordination of the regional Drive Less/Save More marketing campaign in partnership with the Oregon Department of Transportation (ODOT). Metro will also continue administration of the regional rideshare program, which includes the Metro VanPool incentive program, and customer service support for Drive Less. Connect., the region’s online ride-matching service.

Public and private partners carry out the balance of RTO strategies through grant agreements. TriMet and Wilsonville SMART will continue to receive dedicated funding levels to support their role of providing the base level employer outreach program for the region. Other partners – cities, counties, Transportation Management Associations (TMA) and other non-profit NGOs – are eligible to apply for funding through the RTO grant program.

Three significant changes are recommended by the 2012-2017 RTO Strategic Plan:

1. Responding to input that identified the need for increased clarity of partners’ roles and for reducing duplication of effort, the plan calls for Metro to reduce its role in employer outreach and transfers the duties of coordination of the employer and commuter programs to TriMet. This will result in the elimination of 1.0 FTE from the RTO budget.
2. The plan recommends that funding and policy recommendation functions be transferred from the existing RTO Subcommittee of TPAC<sup>1</sup> to a newly formed work group comprised of TPAC members and other interested parties. The purpose of this recommendation is to address the issue of funding decisions being made by the parties directly receiving funds, and to better integrate the RTO program with other regional initiatives.

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<sup>1</sup> Established by Metro Resolution No. 92-1610 as the TPAC TDM Subcommittee; subsequently renamed the RTO Subcommittee

To continue leveraging the collective experience of the RTO Subcommittee membership, Metro will convene regular meetings of partners to coordinate program activities, develop collaborative strategies and discuss future program needs and direction.

3. Finally, the plan recommends that the policy of dedicating a portion of program funds for the use of the region's Transportation Management Associations (TMA) be ended.<sup>2</sup> This recommendation is based on the findings that TMAs show no performance gains over other RTO program investments.

To ensure that balance is achieved between regional equity and performance goals, staff is recommending that a portion of the grant funding total be divided into sub-regional targets, and that each sub-region have the ability to identify their prioritized projects for submission to the RTO grant program. Identified sub-regions are:

- City of Portland
- Clackamas County
- East Multnomah County (balance of the county not including Portland)
- Washington County

This will enable each sub-region to have a degree of base level program funding to ensure that current successful programs can continue (provided other grant criteria and performance standards are met), but still allow for a robust open competitive grant process and the ability to fund region-wide and other highly-rated projects.

Among these four sub-regions, there is a diversity of existing programs, local needs and decision-making processes between partners. Metro staff recognizes that flexibility in how local project priorities are established is critical.

Recognizing that, Metro staff is recommending that the grant selection process contain the provision for each of the four sub-regions to indicate up to two top prioritized projects from the list of projects submitted from their area. This prioritization would be included as a component of the criteria, thus giving these prioritized projects additional weight and helping to ensure their funding, provided they are coordinated with RTO program goals and objectives, and meaningfully address other aspects of grant criteria. Prioritized projects would be accepted from county coordinating committees, cities (working jointly or singularly), or other RTO partners.

In order to carry out the goals and objectives of the 2012-2017 Strategic Plan, projects that are a continuation of existing successful initiatives, such as TMAs or local jurisdiction's outreach programs, and show a high degree of in-kind or fiscal support from local partners would be ranked higher than new projects or projects with lower levels of local support.

Local prioritization of projects would enable each sub-region to support local TMAs or other RTO activities that best address the needs and opportunities in their particular area. It helps to ensure that funding is distributed in a manner that carries out the RTO program mission by addressing regional equity and a balanced service delivery model.

Further work to fully develop this concept remains to be done, particularly in how the program can ensure sub-regional priorities will address program performance objectives. Staff will develop recommendations

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<sup>2</sup> Established by Metro Resolutions No. 98-2676 and 99-2864, amended by Metro Resolution No. 02-3183

to inform the work of the TPAC work group that will be charged with developing the RTO grant program criteria.

### **Program revenue sources**

The 2012-2017 Strategic Plan identifies three primary program revenue sources, including federal funds allocated through the regional MTIP process, ODOT grants to support specific projects and matching funds contributed by Metro and local agencies.

MTIP revenues are in place for the first three fiscal years of the strategic plan, FY 13 through FY 15, and the plan will be the basis for applying for funds for FY16 and FY 17. The strategic plan calls for the program to continue to seek additional grants, sponsorships and cost-sharing partnerships to leverage federal funds and support program priorities.

### **Program impacts**

As part of the Strategic Plan development, Nelson\Nygaard conducted a program evaluation covering program activities during 2009-2011. Findings from the 2009-2011 RTO Program Evaluation showed that RTO investments accomplished the following outcomes:

- Reduction of an estimated 77-123 million vehicle miles traveled
- The Drive Less. Save More. campaign helped over 222,000 people reduce their car trips
- TMAs worked with over 70,000 employees, capturing commute trip data on 40,000 of these
- Over 1,400 worksites have transportation programs in place, a 27 percent increase over the previous evaluation period
- The non-SOV mode split for employers working with the employer outreach program increased from 34.6 percent in 2008 to 38.5 percent in 2011

The full program evaluation can be found as Appendix D of the 2012-2017 RTO Strategic Plan.

## **ANALYSIS/INFORMATION**

1. **Known Opposition** None.

2. **Legal Antecedents**

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

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

2000 Regional Transportation Plan. The RTP establishes regional TDM policy and objectives to help reduce vehicle trips and vehicle miles traveled. Chapter 1 (Ordinance 00 – 869A and Resolution 00 – 2969B) provides TDM policies and objectives that direct the region’s planning and investment in the regional TDM program.

Regional Travel Options 5-Year Strategic Plan. The strategic plan established a new vision for the region’s transportation demand management programs and proposed a reorganized and renamed Regional

Travel Options program that emphasized partner collaboration to implement an integrated program with measurable results. JPACT and the Metro Council adopted the plan through Resolution No. 04-3400, which also renamed the TDM Subcommittee the RTO Subcommittee, and was adopted in January 2004. The subsequent 2008-2013 Strategic Plan was adopted through Resolution No. 08-3919 on April 3, 2008.

2035 Regional Transportation Plan. The federal component of the plan was approved by Metro Council Ordinance No. 10-1241B on June 10, 2010. The RTP establishes system management and trip reduction goals and objectives that are supported by the RTO program strategies.

2012-2015 MTIP. Programmed funding to the RTO program for FF years 2012-2015, and documents the authority to sub-allocate funds to the program components. JPACT and the Metro Council adopted the 2012-2015 MTIP through Resolution No. 12-4332.

### 3. Anticipated Effects

**Allocation of funds to local projects and programs:** The strategic plan references annual funding sub-allocations for TriMet and Wilsonville SMART. TriMet will apply directly to the Federal Transit Administration for funds and the RTO program's MTIP allocation will be amended to sub-allocate those funds to TriMet.

The RTO Grants Program will allocate grant funds to support projects that advance program priorities through a competitive grant process developed by the TPAC working group and administered by Metro.

### 4. Budget Impacts

No direct impacts. The Strategic Plan provides the policy framework for the sub-allocation of program funds adopted in the 2012-2015 MTIP by Resolution 12-4332 and for future Metro budget decisions to be considered annually by the Metro Council.

## RECOMMENDED ACTION

1. Adopt the Regional Travel Options 2012-2017 Strategic Plan and approve the missions, goals, strategies, and actions in that Plan;
2. Eliminate (1) the Regional Travel Options Subcommittee of the Transportation Policy Alternatives Committee established by Resolution No. 92-1610; and (2) dedicated funding for the Transportation Management Associations provided by Resolution No. 02-3183

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**Date:** May 2, 2012  
**To:** Joint Policy Advisory Committee on Transportation and Interested Parties  
**Cc:**  
**From:** Dan Kaempff, Principal Transportation Planner  
**Re:** **2012-2017 RTO Strategic Plan Adoption**

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### **Background**

The Draft 2012-2017 RTO Strategic Plan lays out a framework for building on past successes through a realignment of the program with regional desired outcomes and Regional Transportation Plan triple-bottom line objectives (Equity, Economy and Environment). Specific recommendations include a refined set of goals and objectives, clarification and consolidation of roles and responsibilities, broadened measurement and evaluation criteria, and consolidation of three separate grant programs into one.

The consolidation of the grant programs has been the primary topic of discussion throughout the Strategic Plan adoption process. The primary point of concern has been regarding the recommended elimination of the dedicated grant program for Transportation Management Associations (TMA). The consultant's recommendation to eliminate this dedicated grant program was based on improving program performance. Program evaluation findings showed that TMAs performed no better or worse than other RTO program investments, despite the TMAs having a dedicated source of funding.

Concerns were raised at TPAC and JPACT that removing dedicated funds for TMAs would potentially damage those organizations' ability to deliver results, or in some cases, threaten their existence.

Metro staff has expressed concern that continuing to provide dedicated funding for a particular type of organization, as opposed to directing funding to projects that consistently perform well, would hamper the ability of the RTO program as a whole to achieve desired regional outcomes.

In response, Metro staff gathered input from regional stakeholders through meetings as well as a public comment period (see summary at the end of this memo). What we heard was that a.) in areas where TMAs existed, they were seen as strong and valuable partners of local government in helping to address transportation and economic issues, and b.) there were also needs in those areas without TMAs or where other RTO strategies were warranted.

To address these concerns, staff have developed the following recommendations. TPAC considered this proposal at their April 27 meeting and have recommended JPACT approval.

### **Establish sub-regional funding targets**

To ensure that balance is achieved between regional equity and performance goals, staff is recommending that a portion of the grant funding total be targeted for prioritized projects, and be divided into amounts by sub-region. Identified sub-regions are:

- City of Portland
- Clackamas County
- East Multnomah County (balance of the county not including Portland)
- Washington County

This would enable each sub-region to have a degree of base level program funding to ensure that current successful programs can continue (provided other grant criteria and performance standards are met), but still allow for a robust open competitive grant process and the ability to fund region-wide and other highly-rated projects.

Further work to fully develop this concept remains to be done, particularly in how the program can ensure sub-regional priorities will address program performance objectives. Staff will develop recommendations to inform the work of the TPAC work group that will be charged with developing the RTO grant program criteria.

### **Local project prioritization**

Among these four sub-regions, there is a diversity of existing programs, local needs and decision-making processes between partners. The need to allow flexibility in how local project priorities are established is critical.

Recognizing that, Metro staff is recommending that the grant selection process contain the provision for each of the four sub-regions to indicate up to two top prioritized projects from the list of projects submitted from their area. This prioritization would be included as a component of the criteria, thus giving these prioritized projects additional weight and helping to ensure their funding, provided they are coordinated with RTO program goals and objectives, and meaningfully address other aspects of grant criteria. Prioritized projects would be accepted from county coordinating committees, cities (working jointly or singularly), or other RTO partners.

In order to carry out the goals and objectives of the 2012-2017 Strategic Plan, projects that are a continuation of existing successful initiatives, such as TMAs or local jurisdiction's outreach programs, and show a high degree of in-kind or fiscal support from local partners would be ranked higher than new projects or projects with lower levels of local support.

Local prioritization of projects would enable each sub-region to support local TMAs or other RTO activities that best address the needs and opportunities in their particular area. It helps to ensure that funding is distributed in a manner that carries out the RTO program mission by addressing regional equity and a balanced service delivery model.

### **Increase flexibility in valuing program investments**

Feedback received through the Strategic Plan process indicated that the current program did not provide partners with enough flexibility in the types of project outcomes they could achieve, measure, and assign value to. Grant recipients, TMAs in particular, were generally required to meet a "one size fits all" standard of showing how their project resulted in VMT reductions.

The consultant recommendation is that evaluation criteria be broadened to recognize the varying degree of local conditions (i.e. level of transit service, paid parking, bicycle and pedestrian infrastructure, etc.) may make it more difficult for some areas of the region to achieve similar levels of VMT reduction as others. This in turn will enable projects which focus primarily on raising awareness to receive funding, along with those that have the ability to measure and report reductions in VMT.

### **Improve support of local program development**

All of the above recommendations should serve to support strategies that meet the needs of the identified sub-regional partners. To further improve regional program performance, staff is recommending that local jurisdiction partners contribute a portion of local funds or provide meaningful in-kind contributions to their TMAs or other prioritized projects.

Local investments will help accomplish regional and local goals in the following ways:

- Provide resources for sub-regional and local RTO planning and program implementation
- Provide a higher level of stable funding for TMAs
- Provide stability through local coordination
- More closely align TMA work with TSP goals and other planning initiatives
- Build credibility with businesses for the work of the TMAs
- Grow business partnerships, focusing additional resources on local priorities
- Leverage regional investments to achieve locally desired outcomes
- Development or amendment of local codes to encourage business participation in TMAs (e.g. City of Beaverton permitting reduced parking requirements for businesses with TMA membership)

### **Conclusion and next steps**

These recommendations provide a means of stable support for TMAs or other local RTO program priorities. At the same time, they achieve desired improvements in program performance, better alignment with local priorities, and maintain regional program coordination to achieve strategic plan goals and objectives.

Assuming regional consensus on these recommendations, staff will continue to work with stakeholders to further develop these concepts into grant criteria and funding targets.

## Public Comments on the updated Regional Travel Options (RTO) Strategic Plan

The public participation process for updating the 2012-2017 RTO Strategic Plan allowed stakeholders and the general public to provide feedback and information on key elements of the updated plan, and meet regional and federal requirements for public participation in transportation planning and decision-making.

The comment period focused primarily on the proposed goals, objectives, policies and the overall direction of the updated RTO Strategic Plan. Comments received during the comment period will be presented to the Metro Council and JPACT for discussion before the 2012-2017 RTO Strategic Plan is considered for approval. All transportation-related actions are recommended by JPACT to the Metro Council. The Metro Council can approve the recommendations or refer them back to JPACT with a specific concern for reconsideration.

The public comment period on the updated 2012-2017 Regional Travel Options (RTO) Strategic Plan began Tuesday, February 21 and ended at 5 p.m., Wednesday, March 21. The draft version of the updated RTO Strategic Plan was available for download on Metro's website for the full duration of the comment period. Paper copies of the draft Strategic Plan were also available upon request. Metro asked for comments to be submitted by mail or email. In addition to providing information about the updated Draft Strategic Plan and the comment period on Metro's website, RTO staff posted a newsfeed on the Metro web page and sent emails through the Commuter Dispatch, the RTO Marketing Outreach Working Group, the RTO Subcommittee and the interested parties list.

A total of two comments were received by email during the one month public comment period—one from Heidi Guenin, Transportation Policy Coordinator from Upstream Public health and one from Pam Wilson, Marketing Manager at TriMet. Both comments supported the overall direction of the Draft RTO Strategic Plan and the proposed adoption of new performance targets aligned with a triple-bottom-line approach to performance evaluation.

The consolidation of the grant programs has been the primary topic of discussion throughout the Strategic Plan adoption process. The primary point of concern was focused on the consultant's recommended elimination of the dedicated grant program for Transportation Management Associations (TMA) to improve program performance. To address these concerns, Metro staff gathered input from regional stakeholders and County Coordinating Committees and is looking for options to provide a means of stable support for TMAs.

**From:** Heidi [\[mailto:heidi@upstreampublichealth.org\]](mailto:heidi@upstreampublichealth.org)  
**Sent:** Tuesday, March 13, 2012 11:39 AM  
**To:** [daniel.kaempff@oregonmetro.gov](mailto:daniel.kaempff@oregonmetro.gov)  
**Cc:** Pamela Blackhorse  
**Subject:** A few questions and comments about the RTO draft plan

Hello Daniel,  
I'm not sure if you're the right person to chat with about the draft plan, so please point me in the right direction if not. I'm one of the citizen members of TPAC, but I had to leave during this discussion at the February meeting.

In general, the proposed changes are heading in the right direction. Expanding performance metrics to include triple bottom line measures is an important step in connecting the RTO funds to the many goals that Metro has for the region. I'm also excited about RTO engaging more ethnically and culturally specific non-profits that are already delivering programs designed to get their clients/constituents to better understand their transportation options.

Without a deep understanding of the existing structure for TMAs, though, I do wonder how the new metrics will limit the ability of TMAs to continue to do the very important work that they do, especially in the more suburban areas of the Metro region. Is there a solution that can successfully support both TMAs and the inclusion of diverse community programs?

I also wonder how these proposed changes might benefit Safe Routes to Schools programs and infrastructure, which is what I'm hoping you can give me some more information about, Daniel. Would SR2S qualify for funds? With SR2S funding at the federal level disappearing, and with a good chance that SR2S funding will ultimately be devolved to the MPOs, how is Metro thinking about regional decision-making and funding around Safe Routes?

Thank you!



Heidi Guenin Transportation Policy Coordinator at [Upstream Public Health](http://Upstream Public Health)  
[heidi@upstreampublichealth.org](mailto:heidi@upstreampublichealth.org) | office 503-284-6390 | mobile 503-841-7936

**From:** Wilson, Pam [<mailto:WilsonP@trimet.org>]  
**Sent:** Wednesday, March 21, 2012 4:03 PM  
**To:** Daniel Kaempff  
**Cc:** Pamela Blackhorse; Britton, Adriana  
**Subject:** TriMet feedback on RTO Plan

Hi, Dan,  
Hope all is great with you. Here is our feedback.  
Pam

### **TriMet Feedback for the Five-Year Strategic Plan for the Metro Regional Travel Options Program**

TriMet supports Metro's efforts in assessing the results and goals of the RTO program. The RTO program is a cost-effective program that improves the efficiency of the region's transportation infrastructure. TriMet endorses the direction of the RTO Five-year Strategic Plan to better align the program's mission with the regional vision and place greater emphasis on performance measures. During these times of reduced and competing resources, it is critical funds are used as efficiently as possible, with emphasis on return on investment

The evaluation process was comprehensive but as supplied in earlier feedback, there are several items remaining that need clarification and correction. Some of the questions on the table we presume will be clarified in the final evaluation.

TriMet's Employer Outreach program serves employers of all sizes across the region. As a participant of the RTO program, TriMet's Employer Outreach program contributed the following results as highlighted in the RTO evaluation:

- TriMet's Employer Outreach program achieved the highest vehicle miles reduced, estimated between 42,982,007 and 64,473,011.
- During the evaluation period (January 2009-June 2011), the non-SOV mode split for worksites participating in the TriMet Employer Outreach Program increased considerably from 27.1% in 2009 to 38.5% in 2011.
- The non-SOV mode split for employers working with the TriMet Employer Outreach program increased from 34.6% in 2008 to 38.5% in 2011.
- TriMet's Employer Outreach program is among the most cost-effective programs with an estimated cost per VMR of \$0.01 - \$0.02.
- The 2011 RTO awareness survey and focus groups reported 59% of residents have heard of TriMet Trip Planner, and 43% have used the Trip Planner.

TriMet's draft work plan for 2013 submitted in December 2011 incorporated early direction from the draft RTO plan and TriMet is prepared to coordinate efforts to meet the goals of the final RTO plan.

Following is our initial feedback for consideration in finalizing the plan.

Mission – we support linking mission to Metro's Making a Great Place and goals. The aspirational mission connects the "big picture" and clearly defines the overall benefit of the RTO program as it relates to the region's livability goals. Aligning the RTO goals with the Regional Transportation Plan objectives will better position RTO as an effective regional program.

#### Coordination of Roles

- TriMet is uniquely qualified and positioned to market and manage TDM programs in the region as it provides practical and effective employer-focused programming throughout the metro area and at the local level. TriMet offers TMAs and local partners technical assistance about using TriMet, ECO surveys, materials plus regional services such as the Emergency Ride Home program, transit pass program support, and promotion of events in TriMet's employer newsletter.
- The TriMet Employer Outreach staff coordinates with TMAs and RTO partners to deliver the TDM services that will address a local employer's situation. Employers expect to have a relationship with TriMet and TriMet relies on maintaining contact with the employers in the region. Our staff's in-depth knowledge of transportation resources is of great benefit when enrolling local and regional employers in transportation programs.
- The evaluation identified that some employers used services from a TMA, Metro and/or TriMet. However, the evaluation did not go further to identify the specific services provided by each partner. We are optimistic that concerns about the potential for overlapping roles can be addressed with clearly defined project plans and targeted goals among the partners, such as TMAs, as well as improved communication and coordination.

Formalization of formula funding for the TriMet employer outreach program

- With current staffing last year, TriMet made 5,465 contacts with 1,659 employers and colleges across the Metro region. TriMet's employer outreach staff works with employers and colleges of all sizes. TriMet offers experienced staff dedicated to focus on three distinct geographic areas to offer solutions tailored to the employer's situation. TriMet staff currently assists employers with transportation programs and education about using all non-SOV commute options such as transit, carpooling, vanpooling, biking, walking, compressed workweeks, telecommuting and incentives. We leverage ongoing as well as new relationships to meet our goals.
- It would be helpful to further clarify how the formula funding will be formalized. Specific, measurable performance outcomes are essential. We presume that by formalizing the funding, the program could still maintain flexibility to adjust our services as needed to serve the region. For example, we are serving a section of Clackamas County previously served by the North Clackamas TMA. Formula funding and being a regional service provider allows us the capacity to do so.
- The Nelson Nygaard report recommended that TriMet offer individualized marketing programs. We are open to a discussion about individualized marketing projects. TriMet could offer individualized marketing with an increase in staffing and grant funding. However, individual marketing may be a better fit for a TMA with grant funding.

#### Consolidation of TMA, small grant and individualized marketing grant pool

- The consolidation of the above projects could allow flexibility of operating a TMA as a nimble performance-based catalyst for meeting the very real travel option needs in a local community or geographic area. Once a project is complete or the goal is accomplished, the TMA could then shift to another community need. While grant criteria is still being developed, it is our understanding the guidelines could be designed to improve grant opportunities for TMAs. This would be an effective way to provide some funding assurance and assist with transition; and is an action we would support.

#### Performance metrics and changing singular focus on VMR results

- We support the proposed move toward triple-bottom line metrics that can be applied to RTO program projects and tasks. In recent subcommittee discussions last summer about measuring results, TriMet requested whether Metro could supply a set of results related to projects and tasks that could be applied across the RTO programs.
- We recommend continuing use of VMR as one measurement plus support dividing it into maintenance VMR and new VMR in addition to expanding measurements to include desired outcomes such as economic benefits and healthy communities. As we seek to change behaviors and mode splits, other indicators, such as awareness and satisfaction, are useful in determining results and performance. The CMAQ guidelines indicate VMR as a performance measure for programs but the guidelines also provide flexibility for tailoring CMAQ programs to local requirements. The mode split data that TriMet currently captures in our ECO surveys could be supplied to Metro.
- TriMet's draft plan for 2013 includes a set of quantifiable performance measures for our outreach activities in addition to ECO surveys. TriMet captures our outreach activities in a customized database and we supply this information each quarter to Metro and we are prepared to make adjustments and changes based on the goals and priorities in the final RTO plan.

#### Outreach to employers in transit-underserved areas

- By way of example, in the current year, we will be working with partners to target employers located in the underserved areas such as in industrial area previously served by the former North Clackamas TMA. Like we do with all employers, we will be promoting all modes of transportation to meet their needs.
- Our staff promotes multiple transportation choices to fit the needs of the worksite or college campus. We are currently promoting Drive Less Connect tool among employers and colleges. Plus, staff has been using TriMet's multi-modal Regional Trip Planner tools in our employer outreach since the beta was released in October. We'll continue these efforts and we have included proposed performance goals in our draft plan for 2013.

#### Administration of the vanpool and Drive Less Connect programs

- As you know, TriMet has researched these options but decided not to take on the administration of these programs. We consider ourselves part of the marketing team to enroll Drive Less Connect, along with other travel options, to employers and colleges.

The RTO program is critical to the livability of this region. TriMet welcomes the opportunity to continue working with our partners to produce a performance-based strategic plan that aligns with our region's goals and mission.

March 21, 2012