



Meeting minutes

Meeting: **Transportation Policy Alternatives Committee (TPAC)**

Date/time: Friday, June 30, 2017 | 9:30 a.m. to noon

Place: Metro Regional Center, Council chamber

Members Attending

Tom Kloster, Chair
Joanna Valencia
Chris Deffebach
Lynda David
Judith Gray
Don Odermott
Eric Hesse
Dave Nordberg
Phil Healy
Glenn Koehrsen

Affiliate

Metro
Multnomah County
Washington County
SW Washington Regional Transportation Council
City of Portland
City of Hillsboro and Cities of Washington County
TriMet
Oregon Department of Environmental Quality
Port of Portland
Community Representative

Alternates Attending

Steve Williams
Amanda Owings
Chris Strong
Jon Makler

Affiliate

Clackamas County
City of Lake Oswego and Cities of Clackamas County
City of Gresham and Cities of Multnomah County
Oregon Department of Transportation

Members Excused

Karen Buehrig
Nancy Kraushaar
Katherine Kelly
Kelly Brooks
Michael Williams
Rachael Tupica
Tyler Bullen
Charity Fain
Heidi Guenin
Patricia Kepler
Alfred McQuarters

Affiliate

Clackamas County
City of Wilsonville and Cities of Clackamas County
City of Gresham and Cities of Multnomah County
Oregon Department of Transportation
Washington State Department of Transportation
Federal Highway Administration
Community Representative
Community Representative
Community Representative
Community Representative

Guests Attending

Luke Pelz
Zoe Monahan
Dwight Brashear
Mark Lear
Sorin Garber

Affiliate

City of Beaverton
City of Tualatin
SMART/City of Wilsonville
Portland Bureau of Transportation
SGA

Metro Staff Attending

Ken Lobeck, Senior Transportation Planner
Jamie Snook, Principal Transportation Planner
Grace Cho, Associate Transportation Planner
Marie Miller, Administrative Assistant

Kim Ellis, Principal Transportation Planner
Lake McTighe, Senior Transportation Planner
Caleb Winter, Senior Transportation Planner
Nicholas Simmons, Transportation Intern

1. Call to Order, Declaration of a Quorum and Introductions

Chair Kloster called the meeting to order at 9:40 a.m. and declared a quorum was present. Member introductions were made.

2. Comments From the Chair and Committee Members

- **Call for Projects Update (Kim Ellis)** Ellis presented information on the RTP Call for Projects with key dates and updates from the project. A workshop will be held on July 10, 2017 to provide agencies, partners and local jurisdictions the opportunity to have their questions answered and review examples of projects online with the new database called the RTP Project Hub. The deadline for submitting project information in the Hub is July 21, 2017. Project list endorsements are due by Aug. 25, 2017.

Members asked questions. A summary of Metro staff responses follow:

- Studies and planning projects should not be included on the RTP project list. Instead, agencies should provide a list of studies and planning projects with a brief description of the study (including its purpose) and estimated cost when they submit their project lists. A memo transmittal would be sufficient.
 - The pilot project evaluations were originally due July 21, but have been extended to August 25 with project list endorsements. A pilot project evaluation worksheet is being developed for agencies to use, and will soon be available online at: oregonmetro.gov/2018projects.
 - Local cost sharing between agencies should be tracked separately outside of the Hub.
 - Modeling details for projects that change roadway capacity or add bike infrastructure must be resubmitted through the Hub, even if modeled in the 2014 RTP.
- **Regional Transportation Snapshot (Tom Kloster)** Chair Kloster pointed to the June 2017 Regional Snapshot on Transportation in members' packets.
 - **Congestion Mitigation Air Quality Program (CMAQ) Update (Grace Cho)** Ms. Cho presented information on statewide CMAQ funding allocation discussion. She reminded TPAC members the reason for the statewide CMAQ discussion is because two areas (Eugene and Salem) have become eligible to receive Federal CMAQ funding. ODOT has brought stakeholders together at meetings to work on the statewide redistribution of CMAQ funding throughout 2017. A proposal for that distribution was presented to the OTC in June. With more details being worked on, it is expected a decision will be made at the OTC July 20 meeting. Metro staff is developing a comment letter for JPACT to approve for the July OTC meeting.
 - **Regional Travel Options (RTO) Strategic Plan Kickoff (Caleb Winter)** Winter presented information on the new RTO Strategic Plan. Since this was first presented by Dan Kaempff in March to TPAC, Alta Planning + Design has been hired to lead this effort. Over the next few months, they'll be reaching out to our regional partners in several different ways to gather input. Through July and August, interviews will be conducted with key RTO program partners to capture their thoughts on how the program should evolve. Later in August, through October, Metro and Alta will be conducting a series of five workshops to discuss issues relative to the RTO program, and gather stakeholder input on policy direction for the program over the next 10 years.

Staff is casting a wide net with these workshops, because one of our goals for this strategy update is to bring new partners from around the region into the program to help expand our reach into more suburban communities and to more meaningfully engage communities of color. Workshop notifications will be sent soon. An update on progress will be presented at TPAC in

September and December with expected action on the plan from JPACT next spring. Contact Dan Kaempff with any questions.

- ***I-84 Multimodal Integrated Corridor Management Deployment Plan (Caleb Winter)*** Winter reported on a grant awarded by the USDOT for an Integrated Corridor Management (ICM) Plan. This work was described as integrating operations of the transportation networks (road, transit, bike, etc.) in the travel shed from the Willamette River to Troutdale, between NE Sandy and SE Powell. The planning work begins with developing objectives and a shared vision over the next several months, before considering a range of management tools to help agencies coordinate their responses to recurring and non-recurring congestion. A Project Steering Committee composed of Metro, ODOT, TriMet, City of Gresham, City of Portland, Multnomah County and FHWA Oregon Division has formed that will work toward a spring 2018 completion of the plan. An ICM Evaluation workshop was held the previous week with FHWA to bring the steering committee up to speed on details with national examples. Input will be gathered at a stakeholder workshop and through online surveys that will inform this ICM plan, to be presented to TPAC at a later date.

Judith Gray asked what the break down was between Incident Response compared to tools to deal with recurring congestion. Winter reported that the primary purpose of ICM is to give these agencies the ability to integrate operations for both incidents and recurring congestion for all users (drivers, freight, transit and other travel options) with improved safety. Traffic today will re-route in an ad-hoc way and this ICM plan helps agencies reassess management tools. When asked how drivers could be educated for better travel on freeways, Jon Makler reported that deployment of electronic advisory messages to alert drivers helps, but transportation operators are always looking at more ways in which to improve driver education and safer conditions.

- **Comments from Committee Members.** Chris Deffebach reported that Washington County was identified as one of the new Oregon Solutions projects. The Cedar Mill Creek Flood Radiation Project will build roads around the NIKE campus to prevent flooding. Business owners, local jurisdictions and agencies have this project tool to help mediate areas regarding flood areas. It's a reminder to find solutions in planning for issues such as storm water runoffs and flood control.

Chair Kloster asked if ODOT would present a legislative overview at July's TPAC meeting. Jon Makler agreed to provide an ODOT summary from highlights of the recent legislative session.

3. Citizen Communications on Agenda Items

There were no comments.

4. Consideration of TPAC Minutes for May 26, 2017

MOTION: To approve the minutes of May 26, 2017 as presented.

Moved: Chris Deffebach Seconded: Jon Makler

ACTION: Motion passed unanimously.

5. 2015-18 Metropolitan Transportation Improvement Program (MTIP) Amendment Resolution 17-4819

Ken Lobeck presented a request for TPAC approval recommendation on Amendment Resolution 17-4819 to JPACT enabling two new projects, one proposed canceled project plus one partially deprogramming action to occur in the 2015-18 MTIP allowing final approval to then occur from USDOT.

This consists of four projects affecting Clean Water Services, Gresham, Portland and ODOT.

Clean Water Services – Rock Creek Fueling Infrastructure at Hillsboro
City of Gresham – Division Street Corridor Improvements Project
City of Portland (new project) – SW Moody Avenue and Bond Avenue Corridor Improvements
ODOT (new project) – OR99W SW Naito Parkway to SW Huber Street, Phase 2

Following details provided of each project, it was asked where clean water services funding was for the Port of Portland. They applied for a grant but have not seen any response, or known information on a reallocation process. Lobeck will research this matter and provide information when known.

MOTION: To approve recommendation to JPACT on Amendment Resolution 17-4819.

Moved: Judith Gray

Seconded: Glenn Koehrsen

ACTION: Motion passed unanimously.

6a. 2018-2021 Metropolitan Transportation Improvement Program (MTIP) Resolution 17-4817

Grace Cho presented an overview of the adoption draft of the 2018-2021 MTIP, which represents nearly \$1.5 billion in transportation funding expected to be invested in the region's transportation system over fiscal years 2018-2021 from the four agencies responsible for administering federal transportation dollars (Metro, ODOT, SMART, and TriMet).

Ms. Cho reported that a link to the adoption draft of the 2018-2021 MTIP, resolution and staff report in the meeting packet provides more information on the development of the 2018-2021 MTIP, including the public comment. She reminded TPAC members the adoption of the 2018-221 MTIP is a necessary step to make the transportation projects and programs defined in the 2018-2021 MTIP eligible to receive federal funds and to reimburse project costs.

A question was asked if projects that are split between MTIP years are obligated to be reported for both cycles, or in just one. Grace Cho and Ken Lobeck reported that there is some overlap in projects between the current MTIP (2015-2018) and the adoption draft MTIP (2018-2021). The timing and how to get projects completed in the timelines reported has been difficult, with FHWA looking to find solutions for this with partners. More monitoring of projects closer to end of cycles is expected, identifying the delays and cost increases, and why they are occurring will help with the solution.

The implications to the region is if projects are delayed and have cost overruns, it could mean funding is withdrawn on projects or possibly would reduce future funding available to the region. FHWA understands this problem needs to be addressed. Mr. Lobeck will present more information on this in the fall.

MOTION: To approve recommendation to JPACT on Resolution 17-4817 Adopting the 2018-2021 MTIP.

Moved: Don Odermott

Seconded: Eric Hesse

ACTION: Motion passed unanimously.

6b. 2018-2021 Metropolitan Transportation Improvement Program (MTIP) Air Quality Conformity Determination Resolution 17-4816

Grace Cho presented information on the federal required air quality conformity analysis, which is the update of each RTP and/or development of new MTIP. The air quality conformity determination must demonstrate compliance with all federal and state mandates pertaining to air pollutants for the region to remain eligible to receive federal funds for transportation projects. The air quality analysis for the 2018-2021 MTIP looked at 213 projects, underwent public comments and agency comments, which are

in the meeting packet. Staff is asking TPAC to recommend to JPACT the approval of the 2018-2021 MTIP Air Quality Conformity Determination Resolution 17-4816.

MOTION: To approve recommendation to JPACT on Resolution 17-4816 MTIP Air Quality Conformity Determination.

Moved: Dave Nordberg

Seconded: Jon Makler

ACTION: Motion passed unanimously.

7. 2018 RTP: Transportation Equity Evaluation Update

Grace Cho presented information on the Transportation Equity Assessment conducted as part of the 2018-2021 MTIP development. She mentioned the purpose of the transportation equity assessment was helpful with testing a suite of evaluation measures prior to the RTP Call for Projects in order to identify issues in methodology and reporting systems. Asked to define historically marginalized population, Ms. Cho reported historically marginalized populations are defined as population of color, low income, limited English speakers, seniors of 65 years or older, and youth 17 years or under.

The evaluation measures were grouped primarily around four topics areas: Accessibility, Transportation Safety, Affordability and Environment. Due to, capacity constraints affordability measure is being deferred until a later time. The six system evaluation measures addressing transportation, and results, are:

- Access to jobs – Holding steady or seeing (very) small increases. Increased access to jobs tends to be gained in transit.
- Access to community places, defined as access to civic places, access to foods/retail/commercial business/medical offices, libraries – Holding steady or small incremental increase and/or decrease. Increase seen within transit; decrease saw within bike for one instance.
- Access to travel options – Access to Transit showed incremental increase in sidewalks and bicycle infrastructure near transit. Mileage and density showed incremental increases in sidewalk, bike, and trail mileage and density.
- Transportation safety investments – Only 13% of 2018-2021 MTIP are transportation safety investments. Of the 13%, 76% are in historically marginalized communities, and 60% are in focused historically marginalized communities. Per capita spending is higher in historically marginalized communities.
- Exposure to Non-Freeway Vehicle Miles Traveled – With the 2018-2021 MTIP investments, the analysis showed that vehicle miles traveled slightly decreases in historically marginalized communities.
- Resource Habitats and Transportation Investments – The disproportional percentage of 2018-2021 MTIP transportation investments with a potential impact to high value habitat in areas with historically marginalized communities indicates the information of the potential impact be brought forward so appropriate consideration be incorporated.

In summary, Ms. Cho mentioned that five of the six evaluation measures performed in the desired direction for historically marginalized communities. Additionally, the methods developed around the three themes: Accessibility, Transportation Safety, and Environment, tends to work and can be deployed as part of the 2018 RTP.

A question was asked on whether the evaluations were conducted for individual projects or at a system wide level. Ms. Cho responded that the MTIP uses a system-wide approach for evaluating. She also mentioned there are some limitations to the system-wide evaluation approach.

Clarification was made that project findings were for testing the methodology, for better learning about MTIP projects. Glenn Koehrsen added that access to transit for seniors on bikes may differ on results depending on the health/age and distance of travel; another important factor in the evaluations.

Steve Williams asked what the methodology was for the impact to habitat measure. Ms. Cho provided an explanation of the methodology.

Jon Makler recommended not getting distracted from the results on the evaluations which identifies potential environmental impacts but focus on results that work. Don Odermott concurred; identify what projects enhanced efforts to identify new strategies for new projects. Shifting populations of HMC need to be addressed beyond short-term investment periods for better strategic planning, which can be done for RTP programs and MTIP.

Ms. Cho summarized the specific recommendations to address habitat results:

- Investigate and categorize transportation investments into tiers based on potential impacts
- Inform sponsors and ODOT local liaisons for monitoring as projects go through environmental and project development. Track mitigation strategies and engagement with HMC.
- Metro staff needs to follow up and report as part of 2021-2024 MTIP
- Adopt and follow up through on resource habitat recommendations. Monitor MTIP implementation
- Address and refine method issues. As part of prep for 2018 RTP investment package evaluation
- Different evaluation strategy for maintenance projects vs. capital projects (future work program)

Some of the lessons learned with the evaluation measures were that generally they work, but certain measures need to be simplified and to communicate what the results mean. For example, the assessment speaks to direction toward goals, but not to a specific community experience. Also, mentioned was despite having a testing phase, more time is needed to work through the methodological challenges and build the appropriate methods.

Steve Williams reviewed the list of 37 projects on the list provided which identifies transportation projects with potential habitat impacts in historically marginalized communities, with 19 of these projects, the project identified is maintenance projects (repairing, repaving, etc.) with no environmental impact, yet identified as potential environmental impact. It was suggested that project lists be reviewed and sorted out using the example from FHWA categorical exclusion project lists that exempts maintenance projects from environmental impacts analysis.

Don Odermott missed seeing more of a cross mix of projects on the list with potential habitat and environmental justice impacts. More use of tools that are available to distinguish between low/high impacts might be more advantageous for the measurements. Judith Gray regretted not seeing the measurements for affordability at this time, but appreciated that the tools for developing this measurement would be available for the next RTP. It was agreed that it is challenging to capture all the information needed accurately with different methodology in test runs, but this was a good start with testing on MTIP projects to help with RTP, and to develop improvements for the future.

8. 2018 RTP: Designing Livable Streets

Agenda item tabled until next TPAC meeting.

9. 2018 RTP: Regional Transit Strategy

Jamie Snook provided an update on work developing the Regional Transit Strategy and emerging transit strategies. The objectives of the Regional Transit Strategy are to:

- Implement the 2040 Growth Concept and Climate Smart Strategy
- Update RTP transit-related policies and performance measures
- Update the current Regional Transit Network Map and High Capacity Transit Map
- Update the Transit System Expansion Policy
- Recommend a coordinated strategy for future transit investments and identify potential partnerships, strategies and funding sources for implementation

We are building a strong Regional Transit Vision that coordinates plans and priorities of our regional partners. Building off of the Climate Smart Strategy, the regional transit vision is to make transit more frequent, convenient, accessible and affordable for everyone. Comprised of three components:

- Transit service improvements: local and regional transit service improvements designed to meet current and projected demand in line with local and regional visions.
- Capital investments: high capacity transit and new enhanced transit strategies such as signal priority, queue jumps, enhanced transit corridors or high capacity transit options such as bus rapid transit or light rail.
- Transit supportive elements: including policies such as Travel Demand Management and physical improvements such as sidewalks, crossings and complementary land uses.

Jamie Snook provided information on a new concept emerging; enhanced transit corridors. This was developed as a way to quickly implement transit projects that increase speed, capacity and reliability in congested and heavily used transit corridors. These improvements tend to be relatively low cost, context sensitive, and quickly deployed when compared to HCT projects. Information on the ETC concept and levels of categories was explained, and where enhanced transit corridors was placed in the Regional Transit Spectrum. Work will continue to be developed on this as projects occur.

A series of maps was presented that showed regional transit connections in and out of our region, key bottlenecks in the region, future transit network (TriMet Service Enhancement Plan), the adopted High Capacity Transit map, which will be updated with changes (I-5 bridge crossing, Lake Oswego to Portland, Gresham to Damascus, Southwest Corridor and Powell Division lines), potential new transit corridors, and Transit Vision Draft with proposed updates.

Jon Makler asked if the I-5 bridge crossing was consistent with what is currently stated in the RTP. Chair Kloster and Jamie Snook confirmed that the Columbia River Crossing is listed with our long-term needs in project lists, and needs to be placed on the map for future needs. It will be listed in the RTP this way. Eric Hesse added that the RTP project draft list needs to reconcile with project development to advance progress. First steps are placing this on the strategic map. Don Odermott suggested highlighting a north/south connection between Columbia County and Washington County, on the map showing external transit connections, in relation to significantly more demand using Cornelius Pass Road.

Chris Deffebach commented on calling these maps 2018 when they contain some proposed connections and transit lines that may or may not be developed. A change in legend titles and identification for proposed projects will be updated to reflect this with current RTP. Continued development that encompasses a broader vision for transit strategy will be defined with future maps. It was noted that a better defined enhanced transit corridors map be developed, one that provided distinct further developed within the City of Portland, and future ETC where more development will be needed.

Jamie Snook briefly described the transit supportive elements that help form transit strategy: shared mobility programs, technology, access to transit, and other programs, policies and plans. The Transit System Expansion Policy framework was explained, with planned updating to:

- Apply to projects seeking FTA Capital Investment Grant (CIG) funding (commuter rail, light rail, BRT, corridor-based BRT, streetcar)
- Simplify existing criteria
- Ensure local support
- Guide the decision-making process for transit capital project prioritization

The core criteria assessment would apply to all projects that would likely seek federal funding from the FTA CIG program. This assessment focuses on mobility and ridership, land use supportive and market potential, cost effectiveness, equity benefit and environmental benefit. The assessment helps highlight which investment or set of investments perform best and their alignment with the transit vision. Local jurisdictions or agencies that want to move a project forward towards implementation would then be evaluated through the readiness assessment.

A question was asked how future growth and transit demands could be addressed before critical mass occurs, knowing that statistics don't adequately exist to identify these needs now. Mobility corridors may help plan and provide strategies to expected congestions. Chair Kloster added that major travel corridors and regional centers often overlap, showing high level travel directions. Monitoring of growth in the region with interconnected system maps that show trends for future travel needs can help us design better, futuristic anticipated fast and reliable transit systems.

Chris Deffebach commented on support of the system maps. It was suggested that acronyms that define the lines and specific areas on each map might be better, and extended from what PBOT has on maps now. Each of the lines now are in different phases of development, completed, or may never exist in the future. Clarity on the maps is needed.

Don Odermott commented on the enhanced transit corridor concept as a good idea. Washington County is working with TriMet on needs for planned growth with fresh looks regarding transit. He agreed that we need to plan now so we don't need to fix transit failures later. The heavily traveled north/south Hwy. 217 is being bypassed, which shows on the map as a need for a possible missing corridor. Having the RTP reflect this to add the corridor to the map was suggested.

Eric Hesse commented on the intent with what is being built on from all these strategies and plans; the jurisdictions are working together to help identify future needs and SEP visions. Knowing changes happen and reacting to them, we are making progress and will have these changes reflect in RTP project lists. Amanda Owings added that it was good to see the Lake Oswego to Portland line listed in the future project list. Judith Gray added that the City of Portland would be happy to share information from their TGM grant for planning concepts with their HCT corridor planning at the Transit work groups and coordinating committees.

10. Adjourn

Chair Kloster reported that combined TPAC/MTAC workshops are planned. Notice will be given for these. There being no further business, meeting was adjourned by Chair Kloster at 12 p.m.

Meeting minutes respectfully submitted by,



Marie Miller
Planning and Development, Metro

Attachments to the Record, Transportation Policy Alternatives Committee meeting, June 30, 2017:

Item	Topic	Document Date	Description
1	Agenda	6/30/2017	June 30, 2017 Meeting Agenda
2	TPAC Work Program	6/23/2017	TPAC Work Program as of 6/23/2017
3	RTP Fact Sheet	June 2017	2018 RTP Plan Fact Sheet
4	Metro's Call for Projects	May 2017	Overview for Metro's Call for Projects
5	Project Cost List Projects	June 2017	Project Cost List Projects for Metro's Call for Projects
6	RTP Call for Projects	June 2017	2018 Call for Projects for Agencies and Jurisdictions
7	Regional Snapshot on Transportation	June 2017	Regional Snapshot on Transportation
8	TPAC Minutes from May 26, 2017 Meeting	5/26/2017	Draft Minutes from TPAC May 26, 2017 meeting
9	Draft Resolution 17-4819	June 2017	Draft Resolution 17-4819 June 2017 Formal MTIP Amendment
10	Exhibit A to Draft Resolution 17-4819	June 2017	Exhibit A to Draft Resolution 17-4819, 2015-18 MTIP
11	Memo	6/21/2017	June 2017 MTIP Formal Amendment plus Approval Request of Resolution 17-4819
12	Attachment 1: June 2017 MTIP Formal Amendment	6/21/2017	June 2017 Formal MTIP Amendment Project Location Maps in Support of Resolution 17-4819
13	Memo	6/30/2017	2018-2021 MTIP and Air Quality Conformity Determination
14	Draft Resolution 17-4817	June 2017	Draft Resolution 17-4817, 2018-2021 MTIP
15	Handout	June 2017	Document Link to MTIP Adoption Draft
16	Staff Report	6/30/2017	Staff Report in Consideration of Draft Resolution 17-4817 to Approve 2018-2021 MTIP
17	MTIP Public Comments	June 2017	MTIP Public Comments, Project Specific
18	MTIP Public Comments	June 2017	MTIP Public Comments, Directed to Specific Partner Agencies
19	Draft Resolution 17-4816	June 2017	Draft Resolution 17-4816, Air Quality Conformity Determination
20	Handout	June 2017	Document Link to 2018-21 MTIP Air Quality Conformity Determination
21	Staff Report	6/30/2017	Staff Report in Consideration of Draft Resolution 17-4816 Air Quality Conformity Determination for MTIP
22	Memo	6/30/2017	2018-2021 MTIP Transportation Equity Analysis – Beta Test Results and Lessons Learned
23	Handout	June 2017	2018-2021 MTIP Transportation Equity Assessment - Projects with Potential Habitat and Environmental Justice Impacts – DRAFT
24	Memo	June 21	Update on 2018 RTP Transportation Design - Designing Livable Streets and Trails Guide
25	Handout	5/22/2017	RTP: Roster for Technical Design Work Group

26	Handout	6/14/2017	Draft Table of Contents Metro Designing Livable Streets and Trail Guide, Prepared by Kittelson & Associates, Inc.
27	Memo	6/21/2017	Regional Transit Strategy draft policy framework and vision
28	Map	June 2017	Attachment Map: Regional High Capacity Transit System Plan
29	Handout	June 2017	Regional Transit Strategy Vision and Strategies
30	Map	n/a	Attachment 3: 2014 RTP: Regional Transit Network Map
31	Handout	10/4/2016	Attachment 4: Enhanced Transit Corridors
32	Handout	10/4/2016	Enhanced Transit Corridors Typologies
33	Handout	Fall 2016	2018 Regional Transit Strategy
34	Handout	June 2017	2018 RTP: Guidance for updating information in the RTP Project Hub
35	Presentation	6/30/2017	June 2017 MTIP Formal Amendment & Approval Request of Resolution 47-4819
36	Presentation	6/30/2017	2018-2021 Metropolitan Transportation Improvement Program
37	Presentation	6/30/2017	2018-2021 MTIP Transportation Equity Results
38	Presentation	6/30/2017	Regional Transit Strategy