BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF UPDATING THE WORK PROGRAM FOR CORRIDOR REFINEMENT PLANNING THROUGH 2020.	))))	RESOLUTION NO. 05-3616 Introduced by Councilor Rex Burkholder

WHEREAS, The Oregon Transportation Planning Rule requires metropolitan planning agencies to identify areas where refinement planning is required to develop needed transportation projects and programs not included in the Transportation System Plan; and

WHEREAS, Chapter 6 of the 2004 Regional Transportation Plan (RTP), sections 6.7.5 and 6.7.6, identifies transportation corridors where multi-modal refinement planning is needed before specific projects and actions that meet the identified need can be adopted by the Regional Transportation Plan (RTP); and

WHEREAS, on July 26, 2001 the Metro Council adopted Resolution No 01-3089, for the purpose of endorsing the findings and recommendations of the Corridor Initiatives Project, which developed a work program that prioritized corridor refinement studies; and

WHEREAS, the Corridor Refinement Work Program was adopted as an amendment to the RTP in the fall of 2001; and

WHEREAS, the resolution called for monitoring and updating of Corridor Refinement Work Program as part of the Unified Work Program process; and

WHEREAS, significant work has been completed on a number of corridors. In addition, decisions regarding the urban growth boundary and other significant land use changes over the past several years make it timely to revisit the corridor planning priorities for future planning periods; and

WHEREAS, in the fall of 2004, Metro convened a working group of the Transportation Policy Alternatives Committee (TPAC) to update the work program for the 2006-2010 planning period; and

WHEREAS, there was involvement by the jurisdictions in the process. The TPAC working group consisted of representatives from the Washington, Multnomah and Clackamas Counties, the Cities of Portland, Gresham and Wilsonville, the Oregon Department of Transportation (ODOT), the Port of Portland and TriMet; and

WHEREAS, the TPAC working group reviewed the status of corridor planning throughout the region, considered the technical evaluation that was completed in 2001 and discussed changes that might affect corridor planning priorities for the 2006-2010 planning period; and

WHEREAS, the Exhibit "A" of this resolution contains the Updated Work Program for Corridor Refinement Planning through 2020; now therefore,

BE IT RESOLVED that the Metro Council,

1. That the Updated Work Program for Corridor Refinement Planning through 2020 (Exhibit "A") is hereby approved and adopted as a guideline for planning work in these corridors. It will be monitored and updated as part of the Unified Work Program. The work program also ~~includes~~

references proposed project development work (e.g. Environmental Impact Studies and ~~Engineering~~engineering), which are approved and funded through the Metropolitan Transportation Improvement Program (MTIP) and the Statewide Transportation Improvement Program (STIP) processes. ~~It will be monitored and updated as part of the Unified Work Program~~.

2. Directs staff to prepare a proposed amendment to the RTP to add the I-405 Loop Corridor to the list of corridors needing major refinement plans in Chapter 6 of Metro's RTP by a future RTP amendment. The City of Portland will bring the recommendations of the recently completed I-405 Loop Analysis to TPAC, the Joint Policy Advisory Committee on Transportation (JPACT) and the Metro Council for review and study steps will be agreed to as part of that process

3. Recognizes that the 2006-2010 planning period will include major new planning initiatives for the I-205 South Corridor, the Outer Southwest Area Transportation study, the I-405 Loop Corridor and East Multnomah County I-84/US 26 Connector Corridor. The northern terminus of the I-205 corridor will be determined by the current corridor reconnaissance and JPACT and may result in a decision to merge the north and south corridor studies into a single corridor.

4. Directs that the East Multnomah County I-84/US 26 Connector Corridor may be completed in conjunction with Phase II of the Powell/Foster Corridor and will be coordinated with the Damascus and Springwater area concept planning studies.

5. Concurs that Metro and ODOT will lead planning for the I-205, the Outer Southwest area and the East Multnomah County I-84/US 26 Connector corridor studies and the City of Portland and ODOT will lead the I-405 Loop Corridor Study. ~~Corridor, ODOT and Metro will co-lead the Outer Southwest Area Transportation Study, the City of Portland and ODOT will lead the I-405 Loop Corridor and Metro will lead planning for the East Multnomah County I-84/US 26 Connector study.~~ The lead agencies will provide staff support, will include appropriate jurisdictions in the planning process and will develop a work program and budget. The commencement of the I-405 corridor planning work is dependent upon the City of Portland obtaining needed funds.

6. Directs staff to work with TriMet and other jurisdictions to develop a transit system plan and transit corridor priorities in the 2006-2010 time frame.

7. Concurs that Corridor Planning has important land use and transportation implications. Therefore, the Metro Policy Advisory Committee (MPAC) and JPACT and their respective staff shall work together to coordinate the development of the studies to ensure achievement of regional and local land use and transportation objectives.

ADOPTED by the Metro Council this _____ day of _____, 2005.

_____
David Bragdon, Council President

Approved as to Form:

_____
Daniel B. Cooper, Metro Attorney

Exhibit A to Resolution 05-3616 **Updated Work Program for Co...dor Refinement Planning Through 2020**

Jun-05

Corridor and Key Facilities	First Planning Period (2001 - 2005)	Second Planning Period (2006 - 2010)	Third Planning Period (2011 - 2020)
Corridor Planning On-Going			
I-5 (North) Corridor - I-5 from I-84 to Vancouver	I - 5 Trade Corridor Study *Completed*	Financial Plan/EIS/Preliminary Engineering *Study Initiated*	
Powell/Foster Corridor - Powell Blvd. from the west end of Ross Island Bridge to Gresham. Foster Road from Powell to Hwy. 212 Damascus.	Corridor Planning - Phase I *Study Completed*	Phase II Planning, Powell Street design, Environmental Impact Study and Preliminary Engineering of I-205 Interchange*	
Highway 217 Corridor - Hwy. 217 from Sunset Hwy. To I-5	Corridor Planning *Study Initiated*	Environmental Impact Study and Preliminary Engineering*	
Sunrise Corridor - Hwy. 212/224 from I-205 to US 26.	Complete Refinement Planning and EIS for Unit 1 *Study Initiated*	Begin Unit Two Environmental Study*	
Willamette Shoreline/Highway 43 Corridor - Portland to Oregon City.	Transit/Pedestrian/Bike Transportation Demand Management Study/South of the Sellwood Bridge *Study Initiated*	Environmental Assessment/DEIS and Preliminary Engineering to Lake Oswego	
I-5 to Highway 99W Connector - Tualatin- Sherwood Road from I-5 to Hwy. 99W. Hwy. 99W from Tualatin-Sherwood Road to Bell Road.	Southern Alignment Study; Complete Exceptions; Right-of-Way Preservation Analysis; Corridor Planning *Initiated*	Complete Corridor Plan and Environmental Impact Study	
McLoughlin and Hwy. 224 Corridor - Hwy. 99E from Hawthorne Blvd to Oregon City. Hwy. 224 from McLoughlin Blvd. To I - 205.	South Transit Corridor EIS and Preliminary Engineering *Initiated*	Complete South Corridor Phase II EIS/PE	Corridor Planning for Highway Improvements
New Major Corridor Refinements Recommended in the Second Period			
East Multnomah County (I-84 to US 26) Connector Corridor - [illegible] from I - 84 to US 26 between 181st and 257th Avenue	Freight Data Collection Study *Initiated*. North South [illegible] reconnaissance *Completed*	Corridor Planning; National Highway and System Truck Designation	Preserve Right of Way, Environmental study & design of arterial improvements
I-205 (South) Corridor - [illegible]	Corridor Reconnaissance Planning *Initiated*	Complete Corridor Planning; Possible Environmental Impact Study	[illegible]
Outer Southwest Area - [illegible]	Boeckman Road Interchange Study *Study Completed*	Reconnaissance and Corridor Planning	Environmental Impact Study
I-405 Loop - [illegible]	Corridor Reconnaissance Study Completed [illegible] Transit AA Initiated	Corridor Planning; Initiate Environmental study of priority improvements	[illegible]
LRT and Streetcar System Plan & Corridor Priorities (2006-2010)	[illegible]	Transit System Plan	
Other Corridors			
North Willamette Crossing Corridor - Study new crossing near St. Johns Bridge (Hwy. 30 from NW Newberry Road to BN Railroad Bridge).			Corridor Planning
Highway 213 Corridor - Hwy. 213 from I-205 to Leland Road.	Construct Southbound Turning lane on Highwy 213 *Study Completed*	Implement Funded Recommendations of Highway 213 Design Study	Refine Corridor Planning and Design
Barbur Blvd./I-5 Corridor - Hwy. 99W and I-5 from I - 405 to Tigard.	Implement Transit Service Improvements and Elements of the Barbur Streetscape Plan (not all streetscape) *Study Initiated*		Initiate Corridor Planning. Begin Environmental Assessment/Environmental Impact Statement Process
TV Highway Corridor - Tualatin Valley Hwy. from Hwy. 217 to downtown Hillsboro.		Refine scope of work in next RTP update.	Corridor Planning (if required)
Sunset Highway Corridor - US 26 from I-405 to Cornelius Pass Road	Refinement and Environmental Assessment of Hwy. 26 Widening to Cornell. Barnes Road design/construction. *Design Complete/Construction started*	Engineering of US 26 Widening west of Murray Boulevard, feasability study for widening from HWY 217 to Cornelius Pass Rd	
NE Portland Highway Corridor - Columbia Blvd. from Burgard to Killingsworth, Lombard from I - 5 to Killingsworth, and Killingsworth from Lombard to I - 205.	East End Connector Environmental Assessment; Begin Refinement Planning through I-5 Trade Corridor; Adopt St. Johns Truck Access Study *Study Completed*	Implement St Johns Truck Access Study Recommendations; Environmental Assessment and Engineering on I-5 Trade Corridor Recommendations *Construction Commenced*	
I-205 (North) Corridor - I - 205 from Hwy. 224 to Vancouver.	South Transit Corridor Study and I-5 Trade Corridor Study (transit only) *Completed*	Reconnessance Planning for highway improvements *Initiated*. South Corridor Phase I Construction	Corridor Planning for Roadway Widening
Banfield (I-84) Corridor - I - 84 from I - 5 to Troutdale.	Light Rail Capacity Analysis *Completed*	Transit, Transportation System Management Corridor Plan	Transit Improvements and/or Transportation System management Projects

* Environmental work would be next logical setp of project development process. Initiation of the EIS process will be determined through funding decisions made during updates of the MTIP and STIP.

STAFF REPORT

IN CONSIDERATION OF RESOLUTION NO. 05-3616, FOR THE PURPOSE OF UPDATING THE WORK PROGRAM FOR CORRIDOR REFINEMENT PLANNING THROUGH 2020.

Date: August 26, 2005 Presented by: Bridget Wieghart

BACKGROUND

The Transportation Planning Rule (TPR) (section 660-12-020) requires that regional transportation system plans establish a coordinated network of transportation facilities adequate to serve regional transportation needs. Section 660-12-025 of the TPR allows a Metropolitan Planning Organization (MPO) to defer decisions regarding function, general location and mode as long if it can demonstrate that the refinement effort will be completed within three years. On June 15, 2001, the 2000 Regional Transportation Plan (RTP) was acknowledged by the Land Conservation and Development Commission (LCDC). As part of the acknowledgement process, LCDC continued a decision to amend the TPR to allow Metro to adopt an action plan that exceeds the current three-year timeframe.

Chapter 6, section 6.7.4 of the 2004 RTP identifies transportation corridors where two types of multi-modal refinement planning is warranted before specific projects and actions that meet the identified need can be adopted by the RTP. In Chapter 6, section 6.7.5 lists specific corridors where a transportation need has been identified but a major corridor planning study is needed to determine the function, mode and general location of an improvement before a project can be fully defined for implementation. Section 6.7.6 lists specific corridors where both the need and mode for a transportation improvement have been identified, but proposed transportation projects must be developed to a more detailed level before construction can occur.

Due to the large number of corridors that require additional planning work and the resources required to undertake these studies, Metro undertook a regional effort in 2001 to develop a strategy for their completion as part of the Corridor Initiatives Project. In 2001, a technical advisory committee and a project management group comprised of representatives from the Multnomah, Clackamas, Washington, and Clark counties, and the cities of Multnomah, Clackamas and Washington county, ODOT, the City of Portland, Port of Portland and Tri-Met was established.

Metro staff and the Technical Advisory Committee (TAC) developed and implemented a technical evaluation process. The Project Management Group (PMG) reviewed and approved the criteria and results of the technical evaluation. The evaluation assessed and compared the corridors with respect to five major criteria:

- Support of key 2040 land uses
- Congestion
- Support of 2040 transit plans
- Support of 2040 freight goals
- Safety and reliability

In addition to the technical evaluation, Metro staff, the TAC and the PMG considered non-technical factors such as relation to other planning efforts, community interest and available resources for each corridor. Metro staff and Councilors met with Multnomah, Washington, and Clackamas County Coordinating Committees, the City of Portland Transportation System Planning Committees, and the Clackamas County Mayors and Managers. Feedback regarding non-technical issues was received from

each committee and incorporated as a general ranking under "Jurisdictional Interest" and was considered for determining which tier the corridor was put in. A public meeting was held on June 18, 2001 where information was provided to, and feedback was solicited from, the general public.

A summary of the corridor initiative findings, including a ranking of the corridors into tiers is contained in Attachment 1 to this staff report.

Since 2001, much corridor planning anticipated in the original work program has been completed. For example, the I-5 Trade Corridor Study, the Sunset Highway Corridor refinement and environmental assessment, the South Corridor transit study and Phase I of the Powell-Foster Corridor Transportation Plan have all been completed. Phase I of the Highway 217 Corridor Study has been completed and Phase II will wrap up this fall.

In the fall of 2004, Metro convened a subgroup of the Transportation Planning Alternatives Committee (TPAC) to update the work program for multi-modal refinement planning for the period from 2006 to 2010. The working group review work completed. In addition, it revisited previous technical work regarding corridor priorities and considered any changes that might affect priorities going forward.

The working group determined that, since the 2001, the importance of some of the corridors has changed. New Urban Growth Boundary (UGB) expansions have put additional pressure on certain corridors, which the group now considers to be of higher importance.

The recent explosive growth in Tualatin and Wilsonville, along with recent urban growth boundary expansion and higher usage of industrial lands in the area, make the Outer Southwest Area Transportation Study a higher priority from a land use perspective. In addition, a number of connecting corridors including Highway 217, I-5/99W and I-205 South are currently under study for improvements, which increases the urgency of studying this critical link. Further, all of the connecting corridors are considering value pricing as an option, which makes this corridor a hub of a potential value pricing network. All of these factors have also increased the level of jurisdictional interest in this corridor study.

I-205 South was a priority from a technical and jurisdictional perspective in 2001. The Oregon Department of Transportation (ODOT) has recently initiated a reconnaissance study of the entire I-205 Corridor and has issued an Regional Framework Plan (RFP) to solicit private interest as part of its Innovative Partnerships Program. These actions, combined with the growth plans for Damascus and Clackamas Regional Center, heightens the importance of corridor planning in this area.

The City of Portland led I-405 Loop study has highlighted the need for a separate corridor which focuses on the downtown freeway facilities and their relationship with land uses in the Central Eastside, Lloyd and Macadam districts.

Recent urban growth boundary decisions have significantly increased the importance of the East Multnomah County I-84/US 26 Corridor from both a land use and transportation standpoint. The planned industrial and employment growth in the Springwater area, along with planned household and employment growth in the Pleasant Valley and Damascus areas, increases the urgency of planning for north south transportation connections between these areas and the Columbia Corridor. The North South Transportation study recently completed by Gresham identifies serious future congestion and transit needs for this area.

After review from the TPAC subgroup and conferring with the local jurisdictions, a 2005 work program for corridor refinement planning through 2020 was created and is attached to the Metro Council resolution as Exhibit "A". The 2005 work program highlights five potential "major new corridor refinements" for the 2006 – 2010 planning period. Metro has partial funding for two of the proposed "major new corridor refinements" during that period. The City of Portland is seeking funding to complete the I-405/I-5 Loop study and the commencement of that study is dependent upon their ability to obtain

needed funds. ODOT has some funding and is seeking additional funding for the I-205 (South) corridor study.

There is also a need to identify, define and prioritize high capacity transit corridors for further planning work during the 2006-2010 timeframe. Metro will work with TriMet and other jurisdictions on this effort.

Three of the "new major corridor refinements recommended in the 2006-2010 planning period" from Exhibit A are already identified in the RTP. For those corridors, the description of the major facility and specific considerations that must be incorporated into corridor refinement studies derived from Chapter 6 of the RTP is attached for reference (Attachment 2 to this staff report). The City of Portland is bringing findings and recommendations regarding the I-405 loop analysis to TPAC, the Joint Policy Advisory Committee on Transportation (JPACT) and the Metro Council for review this fall. Based on those discussions, an RTP amendment to adopt a corridor description and required study element will be developed.

ANALYSIS/INFORMATION

1. **Known Opposition** – None.

2. **Legal Antecedents** – None.

3. **Anticipated Effects** – This resolution would update the work program for corridor refinement planning through 2020. It would serve as a guide for planning for corridors identified in Chapter 6 of the RTP that need additional work prior to adoption of improvements or actions to meet the identified transportation need, as required by the Oregon State TPR. It identifies new corridor planning priorities for the 2006-2010 planning period. This resolution also directs staff to add the I-405 Loop Corridor to the major corridor refinements in chapter 6, section 6.7.5, of the 2004 RTP as part of the next update to the RTP.

4. **Budget Impacts** – None.

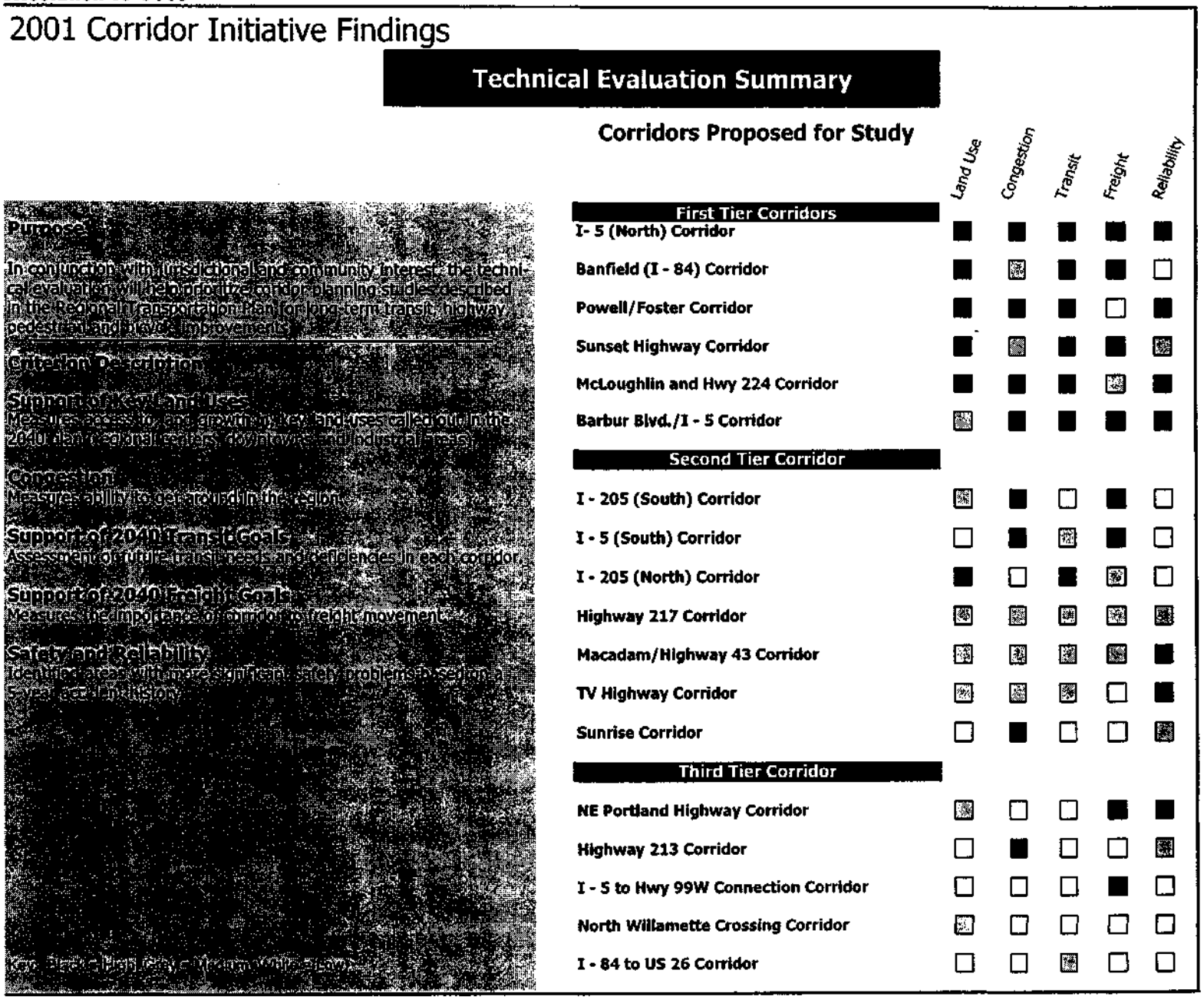
RECOMMENDED ACTION

It is recommended that the updated 2005 Work Program for Corridor Refinement Planning (Exhibit "A" to the Council resolution) through 2020 be adopted as a guideline for planning work in these corridors. It is recommended that the 2006 - 2010 planning period will include the following four major new planning efforts: I-205 (South) Corridor, I-5 (South) Area Corridor, I-405 Loop Corridor, and I-84/US 26 Connector Corridor. It is also recommended that the I-84/US 26 Connector Corridor be completed in conjunction with Phase II of the Powell/Foster Corridor and the Damascus and Springwater area concept planning studies.

It is anticipated that Metro staff resources currently budgeted for corridor planning purposes would be allocated to complete two of these multi-modal corridor planning efforts within the next five years. Separate funds from other sources are being sought to provide necessary resources for materials and professional services and any additional staff needs.

Attachment 1 to Staff Report
Resolution 05-3616

2001 Corridor Initiative Findings



Attachment 2 to Staff Report, Resolution No. 05-3616
(derived from Chapter 6 of the 2004 Regional Transportation Plan)

Outer Southwest Area Transportation Study –

The I-5 facility from Highway 217 to the Willamette River/Boones Bridge serves as the major southern access to and from the central city. The route also serves as an important freight corridor, where Willamette Valley traffic enters the region at the Wilsonville gateway" and provides access to Washington County via Highway 217. Projections for this facility indicate that growth in traffic between the Metro region and the Willamette Valley will account for as much as 80 percent of the traffic volume along the southern portion of I-5, in the Tualatin and Wilsonville area. A joint Oregon Department of Transportation (ODOT) and Wilsonville study concludes that in 2030 widening of I-5 to eight lanes would be required to meet interstate freeway capacity standards set by Metro and ODOT and that freeway access capacity would not be adequate with an improved I-5/Wilsonville Road interchange. For these reasons, the appropriate improvements in this corridor are unclear at this time. However, I-5 serves as a critical gateway for regional travel and commerce, and an acceptable transportation strategy in of this facility and its interconnection with surrounding facilities and land uses has statewide significance. A major corridor study is proposed to address the following issues:

- the effects of widening I-205 and Highway 217 on the I-5 South corridor
- the effects of the I-5 to 99W Connector on the Stafford Road interchange and the resultant need for increased freeway access
- the effects of peak period congestion in this area on regional freight mobility and travel patterns
- the ability of inter-city transit service, to/from neighboring cities in the Willamette Valley, including commuter rail, to slow traffic growth in the I-5 corridor
- the ability to maintain off-peak freight mobility with capacity improvements
- the potential for better coordination between the Metro region and valley jurisdictions on land-use policies
- the effects of a planned long-term strategy for managing increased travel along I-5 in the Willamette Valley
- the effects of UGB expansion and Industrial Lands Evaluation studies on regional freight mobility and the need for industrial access improvements
- the effects to freight mobility and local circulation due to diminished freeway access capacity in the I-5/Wilsonville corridor
- the ability to effectively serve major Town Centers in Tigard, Tualatin and Wilsonville

In addition, the following design elements should be considered as part of the corridor study:

- peak period pricing and High Occupancy Vehicle (HOV) lanes for expanded capacity and potential networks with other value pricing facilities under consideration in the area
- provide rapid bus service on parallel Barbur route, connecting Wilsonville to the central city
- provide additional overcrossings in West Portland town center to improve local circulation and interchange access
- add capacity to parallel arterial routes, including 72nd Avenue, Boones Ferry, Lower Boones Ferry and Carmen Drive
- add overcrossings in vicinity of Tigard Triangle to improve local circulation
- extend commuter rail service from Salem to the central city, Tualatin transit center and Milwaukie, primarily along existing heavy rail tracks
- additional I-5 mainline capacity (2030 demand on I-5 would exceed capacity)
- provision of auxiliary lanes between all I-5 freeway on- and off-ramps in Wilsonville.

Interstate 205

Improvements are needed in this corridor to address existing deficiencies and expected growth in travel demand in Clark, Multnomah and Clackamas counties. Transportation solutions in this corridor should address the following needs and opportunities:

- provide for some peak period mobility for longer trips
- preserve freight mobility from I-5 to Clark County, with an emphasis on connections to Highway 213, Highway 224 and Sunrise Corridor
- maintain an acceptable level of access to the Oregon City, Clackamas and Gateway regional centers and Sunrise industrial area
- maintain acceptable levels of access to Portland International Airport, including air cargo access

Potential transportation solutions in this corridor should evaluate the potential of the following design concepts:

- auxiliary lanes added from Airport Way to I-84 East

- consider express, peak period pricing or HOV lanes as a strategy for expanding capacity
- relative value of specific ramp, overcrossing and parallel route improvements
- eastbound HOV lane from I-5 to the Oregon City Bridge
- truck climbing lane south of Oregon City
- potential for rapid bus service or light rail from Oregon City to Gateway
- potential for extension of rapid bus service or light rail north from Gateway into Clark County
- potential for refinements to 2040 land-use assumptions in this area to expand potential employment in the subarea and improve jobs/housing imbalance
- potential for re-evaluating the suitability of the Beavercreek area for urban growth boundary expansion, based on ability to serve the area with adequate regional transportation infrastructure

East Multnomah County Interstate-84 to US 26 Connector

The long-term need to develop a highway link between I-84 and Highway 26 exists, but a series of interim improvements to Hogan Road are adequate to meet projected demand through 2020. The RTP calls for a series of interim improvements that will better connect Hogan Road to both I-84 on the north, and Highway 26 to the south.

These improvements are needed to ensure continued development of the Gresham regional center and expected freight mobility demands of through traffic. They also benefit transit-oriented development along the MAX light rail corridor, as they would move freight traffic from its current route along Burnside, where it conflicts with development of the Rockwood town center and adjacent station communities. In addition to planned improvements to the Hogan Road corridor, local plans or a corridor study should address:

- more aggressive access management between Stark Street and Powell Boulevard on 181st, 207th and 257th avenues.
- redesigned intersections improvements on Hogan at Stark, Burnside, Division and Powell to streamline through-flow
- the need for a long-term primary freight route in the corridor
- the potential for a new alignment south of Powell Boulevard to US 26.

- the provision of adequate regional access between and to the Gresham Regional Center, the Springwater Industrial Area, the new city of Damascus and the Columbia Corridor Industrial Area.

Oregon
Theodore R. Kulongoski, Governor

Department of Transportation
Office of the Director
355 Capitol St. NE
Rm 135
Salem, Oregon 97301-3871

DATE: October 6, 2005

TO: Oregon Transportation Commission

FILE CODE:

FROM: Lorna Youngs
Director

SUBJECT: **Workshop #1** ~ Recommended 2008-2011 STIP Targets and 2006-2011 Agency Funding Allocations

Requested Action:
Adopt 2008-2011 STIP Targets and 2006-2011 Agency Funding Allocations.

Background:
For the past several years the Commission has used the October workshop, following the Legislative session, to set broad parameters and direction for building the STIP targets, setting funding allocations, providing direction for budget work, and articulating areas of program emphasis.

This staff report contains recommended funding allocations for the agency and the STIP as well as the rationale used in the development of the recommendation. The recommendation presented reflects modest allocations of new federal funding to provide some enhanced capacity in support of high priority efforts.

This report provides an overview of the basis for the recommendation and discusses:

A. Guiding Principles

B. Emerging Issues

C. Major Initiative Funding Proposals

D. Financial Assumptions

E. Staff Recommended Agency Funding Allocations and STIP Program Levels

A. Guiding Principles

The Department used the following guiding principles in the development of its recommendation. These principles are based on thematic priorities contained within several documents: ODOT's Strategic Direction, the Governor's principles for Oregon, the Oregon Benchmarks and performance measures, and the Oregon Transportation Plan.

1. Safety. Safety is essential. Oregonians expect and deserve our utmost dedication to planning, designing, building, preserving, managing, operating and maintaining a safe transportation system.

2. Accessibility and Mobility. We must strive to improve mobility and in so doing balance the needs associated with moving people and the needs associated with moving goods, both within and between communities.

3. Economic Competitiveness. Transportation is key to our state's economic competitiveness. To paraphrase from Governor Kulongoski's speech at the Leadership Summit, December 1, 2003: Transportation's role in the state's economy cannot be understated. A vital multimodal transportation system, including air, water and land, is a key component to sustained economic development.

4. Livable Communities. Transportation impacts the livability of Oregon's communities. Oregon has received national attention for years regarding its land use planning, development of city centers, mixed use developments and more. These important gains should not be mitigated or undermined.

5. Customer Service. ODOT's customers and constituents must know that our goal is to provide them with superior customer service. We must provide a transportation system that is safe, reliable and offers connectivity to our communities, businesses and the various modes of transportation. Beyond the transportation infrastructure, it is crucial that we provide our many customers with easy and efficient and secure access to our business services.

6. Public Trust. ODOT has a weighty responsibility - *Stewardship*: Stewardship of the public's funds. Stewardship of the public's well-being as they travel. Stewardship of the state's transportation assets. Stewardship to act on behalf of the greater and long term good of the state and its resources, be they natural, human, financial, or transportation.

7. Management of the System: Program, Asset, Financial, Risk, and Information Management. We must responsibly manage the aspects of the system for which ODOT has responsibility and involvement. Via partnerships and productive relationships with other public entities and the private sector we seek to provide leadership for the entire system.

B. Emerging Issues

As we enter into these discussions it is important to consider what is different about ODOT's operating environment as compared to two years ago when the Commission determined the 2006-2009 STIP and related budget levels.

External emerging issues which will increasingly require attention and resources include:

- Continued decline in highway infrastructure condition and capacity in spite of recent additions in funding.
- Establishing a list of projects of statewide significance has created expectations that these projects will be funded although most have no funding identified.
- The I-5 Columbia River Crossing Project will be the largest highway project built in Oregon since the Interstate itself was built.
- Project readiness: because of lack of funding, the Development STIP does not have an adequate number of projects "in the queue" to produce projects that are ready to move to construction status.
- Measure 37 may result in increased project costs due to the need to purchase right of way or easements instead of relying on traditional land use controls.
- New federal requirements to increase coordination with local governments.
- The cost of credit card fees related to e-government.
- The cost of implementing the federal REAL ID Act.
- An aging population.

Internal department infrastructure issues which are beginning to require attention and resources include:

- Aging buildings
- Aging business software
- Aging computer hardware
- Obsolescence of the statewide analog radio system
- Microsoft XP computer operation system replacement and related business system reprogramming
- Aging Green Light facilities and equipment
- Asset management

C. Major Initiative Funding Proposals

Draft allocations for the 2007-2009 timeframe are already in place based on the program target levels set in the 2006-2009 STIP. In order to support orderly financial and transportation planning by local governments as well as ODOT, STIP funding levels are set in advance of the Governor's Agency Request Budget. Another result of setting the STIP level is to essentially predetermine the funds available for the divisions other than Highway in advance of the state's biennial budget development process and legislative process. Of course, the Governor and Legislature determine actual budget levels.

To prepare you for your decision, we organized this discussion differently than in past years. We also have the prospect of additional federal funding to consider. It remains true that the majority of funds received by the Department will be dedicated, literally, to highway construction and maintenance priorities. For example, in 2006-2007, new federal funds make it possible to move more projects into construction, and in 2008-2011 we are proposing to restore modernization funding levels.

Additional federal funding, however, has prompted us to more closely examine critical non-highway needs and the opportunities to fund them. We are recommending funding in the following non-highway areas:

Building Replacement or Repair – The Department owns various types of buildings all over the state, most of which house employees. Buildings age or become inadequate due to increased or new demands. This proposal establishes a modest budget to repair or replace buildings on a priority basis. ($13.7 million)

DMV Automated Testing Devices – The automated testing devices used to administer driver license knowledge examination is aging and the risk of equipment failure is significant. In addition, increasing costs for maintenance and increasing difficulty in securing hardware replacement parts threaten the Department's ability to deliver this service. ($1.4 million)

DMV Imaging Equipment – REAL ID ACT – New federal legislation requires compliance by May 2008 with new requirements for driver license and identity card eligibility criteria, changes in the physical appearance of licenses, changes in license security features, and requires ODOT to keep electronic copies of identity source documents. This funding will fund document imaging and necessary changes to existing computer systems. ($1.0 million)

Motor Carrier Merchant Fees – The trucking industry is increasing its use of the Trucking Online internet-based service to complete numerous transactions with the Department. The Department currently absorbs the cost of the merchant fees to encourage companies to use Trucking Online. The success of Trucking Online is resulting in a significant increase in merchant fee costs and will exceed current budget resources. The merchant agreement between US Bank and the State of Oregon does not allow merchant fees to be charged to the state. ($2.4 million)

Motor Carrier Transponders – The Department provides the initial transponder to trucking companies when they enroll in the Green Light, ODOT's pre-clearance, weigh-in-motion program. This funding will purchase transponders and allow the Department to continue to expand the program. ($.5 million)

Rail Passenger Service – This funding will provide stable funding for the second passenger train from Eugene to Portland and replace funding from the state's General Fund. ($9.0 million)

Rail Crossing Safety – This funding will replace passive (signs) and active (flashing lights and gates) warning devices at rail crossings with devices that comply with federal standards and meet requirements for continued federal funding. ($5.5 million)

Transit Improvement Projects – Subject to development of project selection criteria, funds would be available for a variety of transit system operational improvements, including for example technology solutions to improve the efficiency of fueling, ticketing, run times, real time bus scheduling and data collection. Other types of projects that may be considered include intercity Park and Ride Connections, and development of new transit solutions in critical congested corridors. ($3.0 million)

Transit Vehicle Replacement – This request would provide additional funding to transit providers to replace aging and inefficient buses, thereby reducing operating costs and contributing to the delivery of safe, efficient and reliable transit services. ($6.0 million)

Detailed financial information for each request is found in Attachment H.

D. Financial Assumptions

The Department used specific financial assumptions that are consistent with past practices and sound fiscal management to recommend STIP targets and funding allocations. We are indeed fortunate that we are discussing a funding increase as opposed to a funding decrease, and we therefore are not recommending any reductions in future budgets for individual divisions or programs. We also assumed that the apportionment of funds across ODOT's divisions and programs is *relatively* correct. In other words, our recommendation largely maintains the same proportional distribution of funds within the agency.

Specifically, we used the following financial assumptions:

1. Obligation limitations on Federal revenue will materialize at 92%.
2. State revenue will show a slight increase during this period.
3. Debt service for the Bridge program will begin in 2010 at $31M per year.
4. Debt service for the Modernization program will begin in 2008 at $25M per year.
5. Non-Capital programs were inflated at 2% in 2010 & 2.6% in 2011 using 2009 as the baseline.
6. Capital programs were inflated at 4% per year in 2010 & 2011 using 2009 as the baseline.
7. Federal funding will continue at 2009 levels for years 2010 and 2011.

Department Recommendation:

E. Recommended Agency Funding Allocations and STIP Program Levels
The Department's recommended 2008-2011 STIP Targets and 2006-2011 Funding Allocations are contained in Attachment A. Included in the recommendation is funding for the following specific purposes. A summary of funding needs by year is contained in Attachments H and I.

Next Steps:

1. OTC identifies any options contained in this report that require further follow-up.
2. OTC confirms 2006-2011 funding allocation at the December Commission meeting.
3. OTC approves Draft 2008-2011 STIP program targets at the December Commission meeting.

Enclosures:

Attachment A – Agency funding allocations
Attachment B – Locals' funding allocations
Attachment C – Federal Funding Changes
Attachment D – State OTIA and Earmarked funds
Attachment E – Local OTIA and Earmarked funds
Attachment F – Highway funding profile
Attachment G – Summary of "non-Highway" needs
Attachment H – Summary of Highway needs
Attachment I – Assumptions

Copies (w/enclosures) to:
Chris Warner, Governor's Office
Ray Naff, Economic Revitalization Team
Area Commissions on Transportation (ACTs)
Metropolitan Planning Organizations (MPOs)
Association of Oregon Counties
League of Oregon Cities
ODOT STIP Stakeholder Committee
ODOT Executive Staff

ODOT Sources and Uses of Funds

	2006	2007	2008	2009	2010	2011
REVENUE						
Net State Revenue (Sept. 2005 Forecast)*	$603.1	$609.2	$624.8	$633.7	$650.5	$658.3
Miscellaneous Revenues	$23.2	$25.4	$19.8	$18.6	$18.6	$18.6
Other State Funds	$16.5	$16.6	$16.9	$17.0	$17.3	$17.4
Less OTIA I&II (debt service)	($21.3)	($37.0)	($40.8)	($40.8)	($41.9)	($41.9)
OTIA III (debt service)	$0.0	($5.5)	($26.9)	($48.9)	($62.0)	($63.2)
OTIA III Program Management Costs	($25.0)	($25.0)	($25.0)	($25.0)	($25.0)	($25.0)
Fuels Tax Program	($1.4)	($1.5)	($1.5)	($1.6)	($1.7)	($1.7)
Interagency Transfers	($23.3)	($23.3)	($24.1)	($24.4)	($25.1)	($25.5)
Subtotal: Net State Revenue	$571.8	$558.9	$543.2	$528.6	$530.3	$544.0
Federal Revenue (Limitation at 92%)	$262.3	$278.6	$289.9	$293.1	$293.1	$293.1
Minimum Guarantee Exempt	$5.0	$5.0	$5.0	$5.0	$5.0	$5.0
Federal Revenue - FTA	$11.5	$11.9	$12.9	$13.6	13.6	13.6
Federal Revenue - Motor Carrier	$2.3	$2.4	$2.5	$2.6	$2.6	$2.6
Federal Revenue - Safety	$8.8	$8.8	$9.0	$9.0	$9.2	$9.2
Local Match (TE & OTN)	$6.3	$6.1	$6.5	$6.5	$6.7	$6.5
Subtotal: Net Federal/Other Revenue	$296.2	$312.8	$325.8	$329.8	$330.2	$330.0
Carryover Revenue from Previous Year	$138.9	$179.5	$231.8	$218.3	$163.6	$88.9
TOTAL REVENUE**	$1006.9	$1051.2	$1100.8	$1076.8	$1024.5	$956.0
TRANSFERS						
Highway Division	$633.6	$620.5	$643.1	$660.1	$676.9	$694.5
TPD	$33.2	$33.2	$34.0	$34.8	$35.7	$36.6
Rail	$11.0	$11.1	$10.7	$10.8	$10.9	$11.0
Transit	$25.9	$26.4	$28.5	$29.3	$28.8	$28.9
Safety	$13.2	$13.3	$13.5	$13.6	$13.9	$14.0
DMV	$78.0	$81.1	$84.4	$87.9	$91.3	$93.2
Motor Carrier	$31.7	$33.0	$34.0	$35.4	$37.0	$37.7
TEAMS Replacement	$0.0	$0.0	$0.0	$7.0	$7.0	$6.0
Building Renovation	$0.0	$0.0	$5.0	$5.0	$5.0	$5.0
Buildings (Repair/Replace)	$0.0	$0.0	$3.5	$3.5	$3.4	$3.3
Minimum Ending Cash Balance	$0.0	$0.0	$25.0	$25.0	$25.0	$25.0
Parks -- Recreational Trails (Federal Revenue)	$0.8	$0.8	$0.8	$0.8	$0.8	$0.8
TOTAL TRANSFERS	$827.4	$819.0	$876.5	$911.2	$937.8	$956.0
NET ALLOCATION						$0.0

* Net to State after subtracting County/City Apportionments.

** Does not include Local funding which is depicted on the next tab.

*** 2006 reflects the sum of net increases in both '05 & '06.

Attachment A

Local Revenue Sources

	2006	2007	2008	2009	2010	2011
STATE REVENUE TO LOCALS						
City/County Apportionment	$305.0	$311.4	$313.5	$322.0	$323.4	$332.4
Subtotal - State	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
FEDERAL REVENUE TO LOCALS						
Local Bridge	$15.6	$16.6	$17.3	$17.5	$17.5	$17.5
CMAQ	$12.4	$13.2	$13.7	$13.9	$13.9	$13.9
Federal Revenue (Limitation at 92%)	$23.9	$25.4	$26.4	$26.7	$26.7	$26.7
Local STP	$17.5	$18.6	$19.3	$19.6	$19.6	$19.6
Metro Planning	$2.1	$2.3	$2.4	$2.4	$2.4	$2.4
FTA	$65.1	$65.1	$65.1	$65.2	$65.2	$65.2
Subtotal - Federal	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
TOTAL REVENUE TO LOCALS	[illegible]					

Note: Does not include any local tax revenue that goes to transportation.

Federal Formula Funding

Federal Revenue (millions) Formula	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Total
June 2003 FHWA Estimated Limitation (87%, less local program)	$237.1	$244.7	$251.8	$258.1	$258.1	$258.1	$1,507.9
SAFETEA-LU Estimated Limitation (92%, less local program)	$262.3	$278.6	$289.9	$293.1	$293.1	$293.1	$1,735.1

* The amount depicted in the net increase field for 2006 reflects the increases for both 2005 and 2006.
* The increase in Federal funds is a result of new revenues from SAFETEA-LU and a change in percentage of limitation going from 87% to 92%.

State OTIA and Earmarked Funding

	2006	2007	2008	2009	2010	2011
OTIA PROGRAMS						
OTIA I & II Modernization	$43.9	$3.6	$0.0	$0.0	$0.0	$0.0
OTIA I & II Bridge	$25.1	$0.0	$0.0	$0.0	$0.0	$0.0
OTIA I & II Preservation	$1.7	$0.0	$0.0	$0.0	$0.0	$0.0
OTIA III Bridge	$258.9	$389.2	$298.8	$78.9	$0.0	$0.0
OTIA III Modernization	$225.2	$42.5	$163.9	$63.3	$0.0	$0.0
Total OTIA						
FEDERAL EARMARKS						
Modernization Earmarks	$80.7	$10.4	$32.9	$19.8	$0.0	$0.0
Bridge Earmarks	$10.0	$10.0	$10.0	$14.3	$0.0	$0.0
I-5 Bridge Earmarks	$40.0	$40.0	$40.0	$40.0	$0.0	$0.0
Safety Earmarks	$0.0	$0.0	$1.0	$4.9	$0.0	$0.0
Operations Earmarks	$2.9	$2.9	$0.0	$1.8	$0.0	$0.0
Enhancement Earmarks	$0.4	$0.0	$0.0	$0.0	$0.0	$0.0
Planning Earmarks	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
Total Earmarks						
TOTAL PROGRAMS						

Note: a) $410.7M of OTIA I/II was programmed prior to 2006.
b) $274.2M of OTIA III Bridge was programmed prior to 2006.
c) $5M of OTIA III Modernization was programmed prior to 2006.
d) $245.3M in OTIA I/II bonds have been issued to date.
e) FY 2006 earmark revenue also includes FY 2005 earmark revenue.
f) The impact of HSIP funding on safety is not known at this time.

Local OTIA and Earmarked Funding

	2006	2007	2008	2009	2010	2011
OTIA PROGRAMS						
OTIA I & II Modernization	$0.0	$0.7	$0.0	$0.0	$0.0	$0.0
OTIA I & II Bridge	$6.0	$0.0	$0.0	$0.0	$0.0	$0.0
OTIA I & II Preservation	$8.4	$0.0	$0.0	$0.0	$0.0	$0.0
OTIA III Bridge	$50.0	$50.0	$50.0	$50.0	$50.0	$50.0
OTIA III Modernization	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
Total OTIA	$64.4	$50.7	$50.0	$50.0	$50.0	$50.0
FEDERAL EARMARKS						
Modernization Earmarks	$16.0	$4.0	$105.3	$4.0	$0.0	$0.0
Bridge Earmarks	$3.2	$1.6	$1.6	$1.6	$0.0	$0.0
Operations Earmarks	$3.6	$1.8	$1.8	$1.8	$0.0	$0.0
Enhancement Earmarks	$1.8	$0.9	$0.9	$0.9	$0.0	$0.0
Bicycle/Pedestrian Earmarks	$2.7	$1.4	$1.4	$1.4	$0.0	$0.0
Culvert Earmarks	$0.1	$0.0	$0.0	$0.0	$0.0	$0.0
Preservation Earmarks	$0.2	$0.1	$0.1	$0.1	$0.0	$0.0
Rail Earmarks	$0.2	$0.2	$0.2	$0.1	$0.0	$0.0
Planning Earmarks	$0.0	$0.0	$1.0	$0.0	$0.0	$0.0
Total Earmarks	$27.8	$10.0	$112.1	$10.9	$0.0	$0.0
TOTAL PROGRAMS						$50.0

Note: a) OTIA III Bridge money was issued to the Locals in a lump sum. For the purposes of this profile, the money was evenly spread over six years.
b) The OTIA I & II programs are administered and run by the State.
c) Safe routes to schools and rural at risk roads will not be known until FHWA writes the rules.

Highway Division Funding Profile

					OTC Targets	
CAPITAL PROGRAMS						
Preservation					125.4	130.7
Bridge					*50.1*	*52.1*
Bridge: major bridge maintenance					*6.8*	*7.0*
Bridge: overpass screening					*0.0*	*0.0*
Bridge Debt Service (OTIA III)					*31.0*	*31.0*
Bridge Total					87.9	90.1
Operations					*10.0*	*10.4*
Operations: slides, rockfalls & culverts					*3.1*	*3.2*
Operations: ITS					*4.2*	*4.3*
Operations: signals, signs, illumination					*4.1*	*4.2*
Operations: TDM					*0.9*	*1.0*
Operations Total					22.3	23.1
Safety					*28.7*	*29.9*
Safety Total					28.7	29.9
Modernization					*51.2*	*51.2*
IOF					*3.5*	*3.5*
Modernization Debt Service (OTIA III)					*25.0*	*25.0*
Modernization Debt Service (LSN)					*3.2*	*3.2*
Funding of Development STIP					*1.3*	*1.4*
Protective ROW Purchasing					*1.3*	*1.4*
Modernization Total					85.5	85.6
Special Programs (Direct)						
Salmon					4.1	4.2
Non-NBI Culverts					2.7	2.8
Transportation Enhancement					6.3	6.6
Bike/Ped					5.8	6.1
State Contribution to Local Program (match)					0.0	0.0
NON-CAPITAL PROGRAMS						
Maintenance						
Operations/Special Programs/Permits					3.8	3.9
Surface, Shoulder, LVR, & Contr.					55.1	56.5
Drainage & Culvert Retrofit					8.5	8.7
Roadside & Vegetation					18.9	19.4
Traffic Services & ITS					28.5	29.2
Bridge					9.2	9.4
Snow & Ice & Extra Ordin. (ER)					35.9	36.8
Snow Parks					2.2	2.3
Risk Management					3.9	4.0
Youth Litter					2.4	2.5
Total - Maintenance					168.3	172.7
Utility Relocation Permits (HB3068)					2.4	2.5
Special Programs					67.5	68.9
Central Services (Assessments and Other)					70.0	71.4
Total						

Highway Division Funding Recommendations

reservation	24.3		(7.0)	(7.0)	(7.0)	(7.0)
Operations: slides, rockfalls & culverts	2.5	15.1				
Modernization			26.8	25.0	23.0	23.0
Maintenance - Surface, Shoulder, LVR, & Contr.	1.5	1.5	8.5	8.5	8.5	8.5
Maintenance - Roadside & Vegetation	0.5	0.5	0.5	0.5	0.5	0.5
Maintenance - Traffic Services & ITS	0.5	0.5	0.5	0.5	0.5	0.5
Maintenance - Bridge	0.5	0.8	0.5	0.5	0.5	0.5
Maintenance - Snow & Ice & Extra Ordin. (ER)	2.0	2.0	2.0	2.0	2.0	2.0
Total	31.8	20.4	31.8	30.0	28.0	28.0
						170.0

* The Chip Seal program was moved from Preservation to Maintenance in years 2008-2011, reducing Preservation and increasing Maintenance by $7M each year.

** New Federal funds were used to restore Modernization to its pre-debt service levels, increase funding in culverts and to increase Maintenance funding due to rising fuel and other material costs.

Non-Highway Division Funding Needs

Buildings (Repair / Replace)	0.00	0.00	3.50	3.50	3.40	3.30
DMV -- Automated Testing Devices	0.00	0.00	0.70	0.70	0.00	0.00
DMV -- Imaging Equip (Real ID Act)	0.50	0.50	0.00	0.00	0.00	0.00
Motor Carrier -- Merchant Fees	0.35	0.35	0.35	0.35	0.50	0.50
Motor Carrier -- Transponders	0.25	0.25	0.00	0.00	0.00	0.00
Rail -- Passenger Rail	0.00	0.00	2.25	2.25	2.25	2.25
Rail -- Warning Devices	2.75	2.75	0.00	0.00	0.00	0.00
Transit -- Improvement Projects	0.00	0.00	1.00	1.00	0.50	0.50
Transit -- Vehicle Replacement	1.00	1.00	1.00	1.00	1.00	1.00
Total	4.85	4.85	8.80	8.80	7.65	7.55

Assumptions

1. Obligation limitations on Federal revenue will materialize at 92%.
2. State revenue will show a slight increase during this period.
3. Debt service for the Bridge program will begin in 2010 at $31M per year.
4. Debt service for the Modernization program will begin in 2008 at $25M per year.
5. Non-Capital programs were inflated at 2% in 2010 & 2.6% in 2011 using 2009 as the baseline.
6. Capital programs were inflated at 4% per year in 2010 & 2011 using 2009 as the baseline.
7. Federal funding will continue at 2009 levels for years 2010 and 2011.

Oregon Department of Transportation

Recommended 2008-2011 STIP Targets, 2006-2011 Funding Allocations and Related Policy Issues

Oregon Transportation Commission Annual Workshop October 18, 2005

Oregon Department of Transportation

Workshop Goals

- Establish 2008-2011 STIP targets and 2006-2011 funding allocations
- Examine the Department's current and projected financial needs
- Examine the opportunities and requirements contained in SAFETEA-LU
- Understand how setting the 2008-2011 STIP targets will affect future budget decisions

Oregon Department of Transportation

The SAFETEA-LU bottom line is ...

- SAFETEA-LU provides **$574.5m** in new funds to ODOT
  - **$392m** earmarked or dedicated (63%)
  - **$212.5m** available for OTC distribution
- Recommended distribution:
  - **$170m** for Highway purposes (80%)
  - **$42.5m** for other Divisions/programs

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STIP Decisions vs. Budget Decisions

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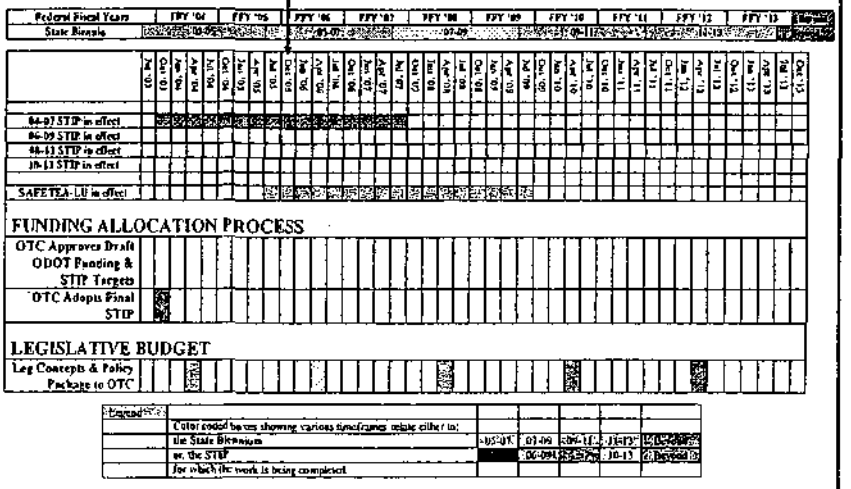
OTC FUNDING DECISION TIMELINES

You are here – Oct 05



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OTC FUNDING DECISION TIMELINES

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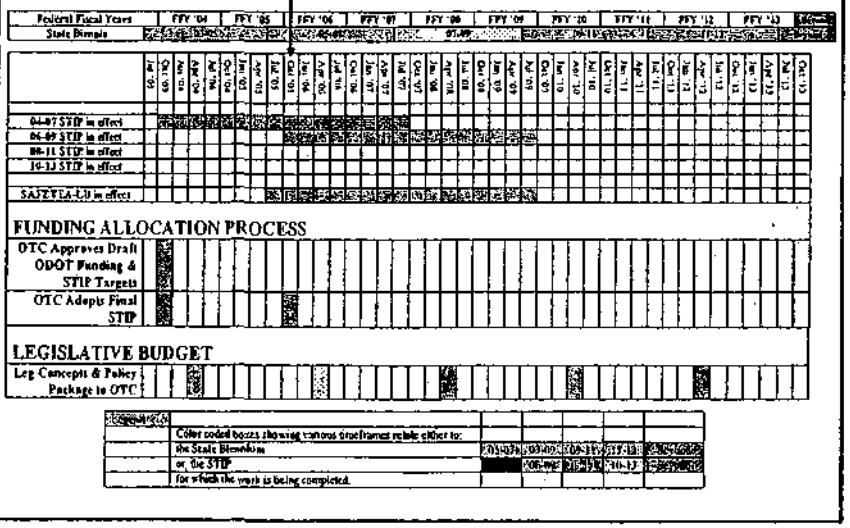

Oregon Department of Transportation

OTC FUNDING DECISION TIMELINES

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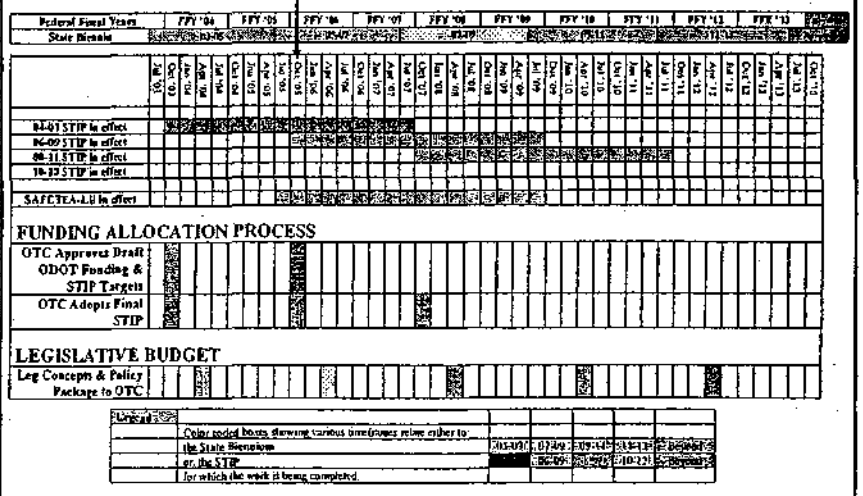

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OTC FUNDING DECISION TIMELINES

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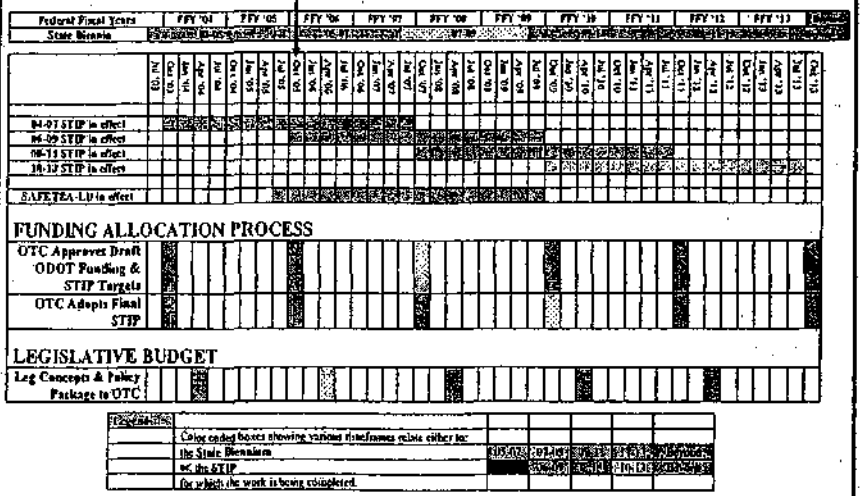

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The assumptions and principles used to develop staff recommendations...

- OTC decision points during the STIP cycle and the budget cycle
- Current and future budget needs by Division
- What new funds SAFETEA-LU provides
- Looming issues that will require financial choices
- Potential solutions
- Staff recommendations

Oregon Department of Transportation

Assumptions

- Proportionally, the current allocation of funds between Divisions and programs is about right
- Departmental internal infrastructure (the tools we need to deliver our mission) needs attention
- We have some new legal requirements
- There isn't enough money to do everything

Oregon Department of Transportation

Guiding Principles

- Safety
- Accessibility and Mobility
- Economic Competitiveness
- Livable Communities
- Customer Service
- Public Trust
- Management of the System: Program, Asset, Financial, Risk and Information Management

Oregon Department of Transportation

Emerging Issues

- Continued decline in highway infrastructure condition/capacity
- Projects of Statewide Significance
- I-5 Columbia River Crossing program
- Lack of funding for Development STIP
- Measure 37
- Coordination w/local governments
- Cost of credit card transaction fees
- Security (REAL ID Act)
- Aging Population

Departmental Internal Infrastructure Emerging Issues

- Aging buildings
- Aging business software
- Replacement of analog radio system
- Microsoft XP migration; business system reprogramming
- Aging computer hardware
- Aging Green Light facilities and equipment

Oregon Department of Transportation

Division Overviews

Oregon Department of Transportation

Central Services – FY 2005-07 Current Services

Centralized administrative and management support to the operating divisions

- Information systems
- Audit
- Human Resources
- Facilities
- Fleet
- Civil Rights
- Financial Services
- Procurement

Oregon Department of Transportation

Central Services – Looming Issues in FY 2006 - 2011

- **Inadequate buildings and deferred maintenance of buildings resulting in higher operating costs ($40m)**
- **Replacement of analog radio system with wireless microwave technology required in by 2013 ($73m)**
- **Microsoft XP migration ($11m)**

Central Services

Potential Solutions or Funding Sources:

- **Homeland Security Administration funds (analog system replacement)**
- **Reallocate Highway Funds**

Oregon Department of Transportation

Driver and Motor Vehicles Division – FY 2005-07 Current Services

Driver Programs

- Driver licensing and identification, driver safety, disabled parking, motor voter, financial responsibility (vehicle insurance compliance)

Vehicle Programs

- Titles, registration, trip permits, vehicle business regulation

Central Issuance of DL/ID Cards

- Prepare for facial recognition technology

SSN verification

- Prepare for REAL ID Act

Oregon Department of Transportation

Driver and Motor Vehicles – Looming Issues for FY 2006 - 2011

- Federal REAL ID Act ($3.7m)
- Automate Testing Machines ($1.4m)
- DMV Transactions Archive ($1m)
- Vehicle Data System Replacement ($12.m)

Oregon Department of Transportation

Driver and Motor Vehicles

Potential Solutions or Funding Sources:

- Increase driver and vehicle fees (requires legislative approval)
- Federal grants (Federal Motor Carrier Safety Administration, Department of Homeland Security)
- Reallocate Highway Funds

Oregon Department of Transportation

Motor Carrier Transportation Division – FY 2005-07 Current Services

Salem Motor Carrier Services

- Truck Registration, Insurance, Surety Bonds, Weight-Mile Tax Administration, Over-Dimension Permits, Trucking Online

Field Motor Carrier Services

- Weigh Station Operations, Inspections, Field Registration

Safety, Investigations, Federal Programs

- Inspections, Safety Compliance Audits, Motor Carrier Safety Assistance Program, Green Light Weigh Station Preclearance

Motor Carrier Audit: Taxes and Fees

Oregon Department of Transportation

Motor Carrier Transportation – Looming Issues for FY 2006 - 2011

- **Credit card transaction fees ($2.4m)**
- **Green Light transponders ($.5m)**

Oregon Department of Transportation

Motor Carrier Transportation

Potential Solutions or Funding Sources:

- **Charge Merchant Fees to customers (requires change to Oregon's merchant agreement with US Bank)**
- **Reallocate Highway Funds**

Oregon Department of Transportation

Rail Division – FY 2005-07 Current Services

Safety Inspections

- Rail Crossings, Rail track, Signals, Equipment, Walkways/Clearances, Operating Practices, Hazardous Materials

Safety oversight of TriMet and Portland Streetcar rail safety program

Crossing blockage investigations

Two daily passenger train round trips between Eugene and Portland

Management of 170 miles of rail right-of-way

Oregon Department of Transportation

Rail Division – Looming Issues for FY 2006 - 2011

- Lack of stable funding for passenger trains
- Track improvements and equipment required before additional passenger rail service can be added ($40m)
- New federal requirement to install warning devices and signs at crossings replacements ($5.5m)
- Columbia River Crossing Program

Oregon Department of Transportation

Rail Division

Potential Solutions or Funding Sources:

- CMAQ funds from SAFETEA-LU
- Connect Oregon
- Increase in custom license plate fees (requires statutory change)
- Reallocate highway funds

Oregon Department of Transportation

Public Transportation Division – FY 2005-07 Current Services

Transit support services

• General public in 36 small, rural communities and one tribal government • Elderly and people with disabilities in 33 local governments and nine tribes • Replace buses at the end of their life • Intercity passenger services through 3 AMTRAK Thruway Bus route; other rural services • Vanpools, park & ride, regional coordination and marketing

Support statewide multimodal planning for 6 MPOs

Oregon Department of Transportation

Public Transportation – Looming Issues for FY 2006 - 2011

- **Columbia River Crossing Program**
- **Age 65+ population doubling in number and percent by 2041**
- **Rapidly rising fuel costs and lack of sufficient alternative fuel options**
- **Limited development resources to meet new federal programs' requirements**
- **New SAFETEA-LU rules and guidance**

Oregon Department of Transportation

Public Transportation

Potential Solutions or Funding Sources:

- **Reallocate Highway Funds**
- **SAFETEA-LU funding increases**
- **Connect Oregon**

Oregon Department of Transportation

Transportation Safety Division – FY 2005-07 Current Services

2006 Highway Safety Plan

- **Education (mass media, training, video library, brochures, speakers)**
- **Enforcement (training, overtime, equipment)**
- **Engineering (training, minor engineering, mini-grants)**
- **Emergency Services (training, presentations, hospital mini-grants)**

Oregon Department of Transportation

Transportation Safety – Looming Issues for FY 2006 - 2011

- New requirements from SAFETEA-LU
  - Safe Routes to School
  - Impaired Driving
  - Motorcycle Safety
  - Comprehensive Highway Safety Plan
  - Traffic Records
- Lack of law enforcement

Oregon Department of Transportation

Transportation Safety

Potential Solutions or Funding Sources:

- SAFETEA-LU
  (dedicated to new programs)
- Reallocate Highway Funds

Oregon Department of Transportation

Transportation Development Division FY 2005-07 Current Services

STIP Process Improvements

STIP Development

Technical assistance to and coordination with local governments: Comprehensive Plans, Transportation System Plans; Technology Transfer Center

Statewide and Regional Studies

Analysis and Research

Long Range Planning

- Oregon Transportation Plan; modal plans

Oregon Department of Transportation

Transportation Development – Looming Issues for FY 2006 - 2011

- **Measure 37**
- **Population growth**
- **New SAFETEA-LU STIP consultation requirements**
- **Current level of facility planning inadequate to produce future highway projects**
- **Oregon Transportation Plan implementation**

Oregon Department of Transportation

Transportation Development – Looming Issues for FY 2006 - 2011 – *continued*

- Demand for Interchange Area Management Plans (4 adopted and 26 underway)
- Lack of Drainage Facilities Management System
- Lack of Asset Management System

Oregon Department of Transportation

Transportation Development

Potential Solutions or Funding Sources:

- Reallocate Highway Funds

Oregon Department of Transportation

Highway Division – FY 2005-07 Current Services

Plans, designs, constructs, operates and performs maintenance on the state highway system

Oregon Department of Transportation

Highway Division – Looming Issues for FY 2006 - 2011

- Increasing rate of highway closures due to culvert failures
- Funding the Development STIP
- Modernization funding reduced
- Continued decline in highway and bridge condition
- Declining purchasing power of gas tax
- Identifying "Projects of Statewide Significance" has created expectations
- Columbia River Crossing Program

Oregon Department of Transportation

Highway

Potential Solutions or Funding Sources:

- SAFETEA-LU
- Allocating $17.6m to culvert projects in 2006 & 2007
- Shifting $7m/yr from preservation to maintenance for chip seal project to maintain road surfaces starting in 2008
- Allocating $5m to Maintenance for increased fuel and material prices
- Tolling existing facilities
- Public Private Partnership Projects

Oregon Department of Transportation

New or additional dedicated funds from SAFETEA-LU

Highway	$362,000,000
Public Transportation	$ 23,700,000
Transportation Safety	$ 6,000,000
Transportation Development	$ 28,000
Motor Carrier	$ 22,000
Central Services	Ø
DMV	Ø
TOTAL, new, dedicated:	$391,750,000

Staff Recommendations

Oregon Department of Transportation

Summary of "non-Highway" Needs

	2006	2007	2008	2009	2010	2011
Buildings (Repair / Replace)			3.50	3.50	3.40	3.30
DMV – Automated Testing Devices			0.70	0.70		
DMV – Imaging Equip (Real ID Act)	0.50	0.50				
Motor Carrier – Merchant Fees	0.35	0.35	0.35	0.35	0.50	0.50
Motor Carrier – Transponders	0.25	0.25				
Rail – Passenger Rail	0.00	0.00	2.25	2.25	2.25	2.25
Rail – Warning Devices	2.75	2.75				
Transit – Improvement Projects			1.00	1.00	0.50	0.50
Transit – Vehicle Replacement	1.00	1.00	1.00	1.00	1.00	1.00
Total	4.85	4.85	8.80	8.80	7.65	7.55
					Grand Total	42.50

Oregon Department of Transportation

Summary of Highway Needs

	2006	2007	2008	2009	2010	2011
Preservation	24.3		(7.0)	(7.0)	(7.0)	(7.0)
Operations: slides, rockfalls & culverts	2.5	15.1				
Modernization			26.8	25.8	23.0	23.0
Maintenance - Surface, Shoulder, LVR, & Contr.	1.5	1.5	8.5	8.5	8.5	8.5
Maintenance - Roadside & Vegetation	0.5	0.5	0.5	0.5	0.5	0.5
Maintenance - Traffic Services & ITS	0.5	0.5	0.5	0.5	0.5	0.5
Maintenance - Bridge	0.5	0.8	0.5	0.5	0.5	0.5
Maintenance - Snow & Ice & Extra Ordin. (ER)	2.0	2.0	2.0	2.0	2.0	2.0
Total	31.8	20.4	31.8	30.8	28.0	28.0
				Grand Total		$170.8

Oregon Department of Transportation

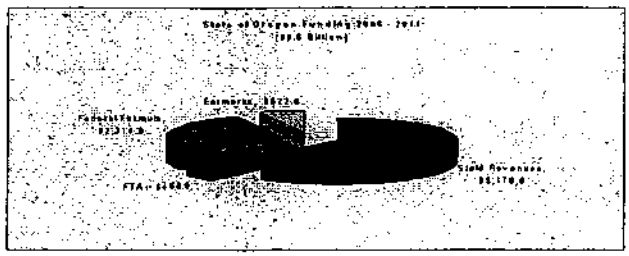
Funding Profile:

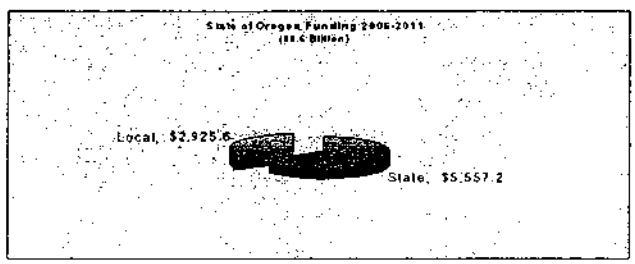
Where does the money come from?

Where does the money go?

Oregon Department of Transportation

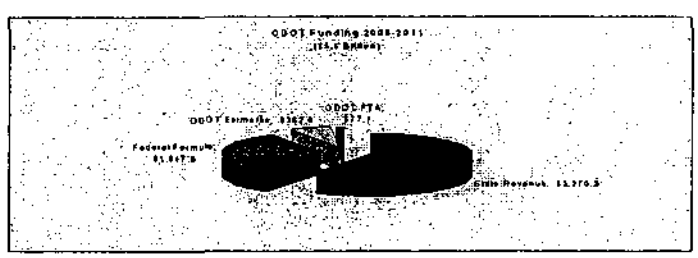
Source & Distribution of Highway, Rail and Transit Funds...

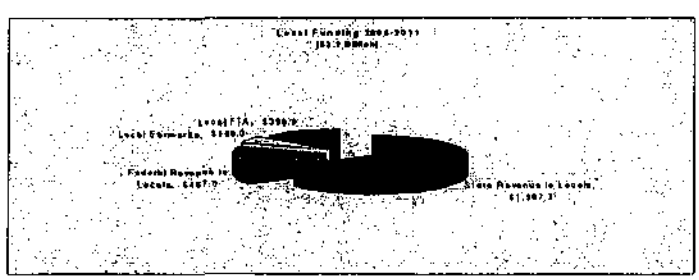




Oregon Department of Transportation

Where the money goes...





Conclusion and Recommendation:

	STATE FISCAL YEAR (Millions of Dollars)					
	2006	2007	2008	2009	2010	2011
Revenue						
State	$571.8	$558.9	$543.2	$525.6	$550.7	$557.0
Federal	$296.2	$312.8	$323.8	$329.6	$360.2	$350.0
Carryover	$138.9	$179.5	$231.5	$218.3	$163.6	$88.9
Total	$1,006.9	$1,051.2	$1,098.5	$1,073.5	$1,074.5	$995.9
Uses of Funds						
Highway Division	$653.6	$620.5	$643.1	$550.9	$695.9	$694.5
TPD	$33.2	$33.2	$34.0	$34.8	$35.7	$36.6
Rail	$11.0	$11.1	$10.7	$10.8	$10.9	$11.0
Transit	$25.9	$26.4	$28.5	$29.5	$28.8	$28.9
Safety	$13.2	$13.3	$13.5	$13.6	$13.9	$14.0
DMV	$79.0	$81.1	$84.4	$87.9	$91.3	$95.2
Motor Carrier	$31.7	$33.0	$34.0	$35.4	$37.0	$39.7
TEAMS Replacement	$6.0	$0.0	$0.0	$0.0	$0.0	$0.0
Building Renovation/Repair/Replace	$3.0	$0.0	$5.0	$3.0	$3.0	$3.0
Buildings (Repair/Replace)	$0.0	$0.0	$3.5	$3.5	$3.4	$3.5
Minimum Ending Cash Balance	$0.0	$0.0	$25.0	$25.0	$25.0	$25.0
Parks – Recreational Trails (Federal Revenue)	$0.8	$0.8	$0.8	$0.8	$0.8	$0.8
Total	$827.4	$819.4	$846.5	$815.2	$846.8	$852.2
Net	$179.5	$231.8	$252.0	$258.3	$227.6	$143.7

MetroFacts

Regional Travel Options Program

Background

The Regional Travel Options Program is the region's transportation demand management (TDM) strategy for reducing reliance on the automobile. In a coordinated effort with public agencies and business organizations, the Regional Travel Options Program (RTO) promotes and supports all of the alternatives to driving alone—riding transit, carpooling, vanpooling, bicycling, walking and telecommuting.

The RTO program is primarily a marketing program that works with people to find the best option for them for any number of trips they make throughout the day. Reducing the number of vehicles on the road cuts vehicle emissions, decreases congestion and promotes a healthier community.

Program priorities

- Manage the flow of traffic and extend the life cycle of existing roadways by promoting travel options.
- Support the 2040 Growth Concept and implement Regional Transportation Plan policies that seek to reduce the number of vehicles driven to and within regional centers and free up land currently used for parking.
- Make connections between land use, transportation and health by promoting accessible bike and pedestrian trails and other safe routes throughout the region.
- Support compliance with the Oregon State Employee Commute Options (ECO) Rule that requires large employers to provide incentives for alternative commuting.
- Develop a marketing message and communications plan that supports local program implementation.
- Evaluate program impacts to refine program and marketing strategies.

Program components

The Metro Council approved a five-year strategic plan for the RTO program in 2004, shifting the lead role for managing the program from TriMet to Metro. The updated program places a major emphasis on marketing and will be augmented by a state funded TDM program. Public agency partner and consultant contracts, administered by Metro, carry out most RTO program activities. The key program components are:

Collaborative Marketing Program

This includes a trip reduction marketing campaign under development in collaboration with ODOT and partner agencies from across Oregon, TriMet's Employer Outreach Program, Wilsonville SMART's TDM Program, and coordination of local partner marketing activities.

Regional Rideshare – Vanpool Program

This program markets carpooling and vanpooling to employers, provides internet-based ride matching services through CarpoolMatchNW.org, and provides vanpool services. Program elements are in the process of transitioning from TriMet and the city of Portland to Metro and will be integrated in a Regional Commuter Services Program.

Transportation Management Association (TMA) Program

TMAs are private/public partnerships that provide important leadership and active marketing of transportation options in the Central City, Regional Centers, Industrial Areas and some Town Centers. The following TMAs provide trip reduction services to employers in the Portland metropolitan area: Clackamas Regional TMA, Gresham TMA, Lloyd TMA, Swan Island TMA, Troutdale TMA, and Westside Transportation Alliance.

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PEOPLE PLACES
OPEN SPACES

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Portland, OR
97232-2736

Tel (503) 797-1700
Fax (503) 797-1799

www.metro-region.org

2040 Initiatives Grant Program

This program is administered by Metro with oversight from the RTO subcommittee. Grant funds are allocated bi-annually and fund TDM services and programs implemented by local jurisdictions, TMAs and non-profit groups located within Metro's boundary.

Evaluation Program

This program collects, analyzes and reports data for each RTO program. A bi-annual evaluation report is used to refine program development, marketing and implementation to ensure that RTO program funds are invested in the most cost effective ways.

Key milestones for fiscal year 2005-2006

- Complete all elements of program transition from TriMet to Metro, including TMA program, 2040 grant program and vanpool program.
- Complete Rideshare Program market analysis and implementation plan study and begin development of Regional Commuter Services Program at Metro.
- Develop trip reduction marketing campaign, coordinate local marketing and outreach activities to support campaign, launch campaign in January 2006.
- Develop monitoring and evaluation strategy and complete 2004-2005 evaluation report.
- Update RTO subcommittee bylaws to better support RTO program structure and decision-making.

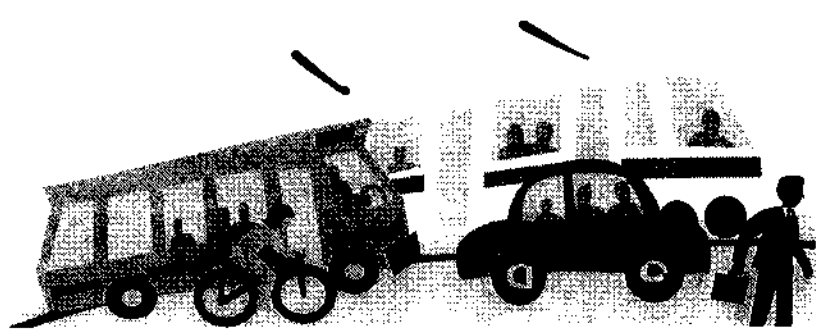
Regional Travel Options Subcommittee

The Regional Travel Options subcommittee provides program oversight and makes funding and policy recommendations to the Transportation Policy Alternatives Committee (TPAC) to implement the RTO program. The subcommittee includes 14 representatives of RTO partner agencies selected by their agencies and three citizen members selected by the Metro Council.

RTO subcommittee members

Agency representatives
Pam Peck, Metro, Chair
Lenny Anderson, Swan Island TMA
Dan Bower, City of Portland
Jan Bowers, City of Vancouver
Susan Christensen, DEQ
Rhonda Danielson, TriMet
Sandra Doubleday, City of Gresham
Mohammed Fatthi, Clackamas County
Matt Hansen, Multnomah County
Dan Kaempff, ODOT
Gregg Leion, Washington County
Jen Massa, City of Wilsonville SMART
Greg Theisen, Port of Portland
Rick Wallace, Oregon Office of Energy

Citizen members
Mark Gorman, citizen
Steve Gutmann, citizen
Dan Zalkow, citizen
Kathryn Harrington, citizen (alternate)
Gregg Snyder, citizen (alternate)
Angela Tinman, citizen (alternate)



REGIONAL COMMUTER SERVICES PROGRAM

Oversight
Regional Travel Options Subcommittee

Non-Metro Jurisdiction Strategic Partners

Oregon DOT
Clark County
Mid-Valley Rideshare
City of Vancouver

Administration
Metro Rideshare

Regional program management
Tracking, reporting and contract management
Partnership development

Services

Ridematching	Vanpooling	Specialized Assistance	Transit Program	Marketing
Metro Matching assistance Web site support Telephone GRH *Portland* Current ridematching service through early 2006	*Vanpool Contractor(s)* Vehicle operations and maintenance Formation support *TriMet* Rail feeder services *Metro* Matching assistance	*TDM Contractor* Product development Telework support VWH Support Employer surveys Outreach training Evaluation	*TriMet* Employer pass programs *SMART* Employer pass programs	*Marketing Contractor* Branding Advertising Promotional support Public awareness Public relations Collateral

Outreach

TMAs	TriMet * SMART	TDM Contractor
Employer outreach in TMA area Property manager outreach TDM service brokering	Employer outreach in non-TMA high transit service areas Property manager outreach TDM service brokering	Employer outreach in all other areas (focus on prioritized markets) Property manager outreach TDM service brokering

URBANTRANS CONSULTANTS

Top Potential Carpool/Vanpool Markets

Employment Area	Potential Market Area	Workers
Downtown Portland	US 30 to St. Helens	800
Downtown Portland	NE of I-205/SR 500	700
Downtown Portland	Sherwood	1,000
Downtown Portland	Wilsonville	500
Downtown Portland	Oregon City	900
Beaverton	Cornelius/Forest Grove	1,300
Beaverton	Sherwood and South	1,000
Clackamas	NE ofI-205/SR 14	450
Clackamas	Beaverton	500
Clackamas	Canby	300
Clackamas	Molalla	250
Columbia Corridor	Salmon Creek	500
Columbia Corridor	Beaverton	750
Columbia Corridor	Oregon City/West Linn/Gladstone	500
Hillsboro	Forest Grove and NW	650
Oregon City	Outer SE Portland/Gresham	400
Oregon City	Molalla	200
Rivergate	NE of I-205/SR 14	700
Rivergate	Outer SE Portland	500
SMART/Wilsonville	Beaverton	850
SMART/Wilsonville	Salem	1,000
Swan Island	E of I-205/SR 500	300
Swan Island	Oregon City/Gladstone	250
Tualatin	South Hillsboro	1,000
Tualatin	Washington County (north of US 26)	400
Tualatin	Newberg	500
Tualaitn	Woodburn	500
Hillsboro	NE/SE Portland	650
Westside	Newberg	800

METRO

PEOPLE PLACES
OPEN SPACES

DATE: Oct. 5, 2005

TO: Joint Policy Advisory Committee on Transportation

FROM: Regional Travel Options Subcommittee

RE: Rideshare Program Recommendations

Background

The Regional Transportation Plan establishes ridesharing, both vanpools and carpools, as a valuable transportation choice among a mix of options. The Regional Travel Options Program 5 – Year Strategic Plan identifies program priorities from 2003 to 2008 and identifies a series of program components including a Regional Rideshare Program that includes both vanpool and carpool programs. Key strategic goals for the rideshare program include:

- Increase the number of carpools by 1,060 a year and vanpool groups by 30 a year in the next five years resulting in an annual VMT reduction of approximately 18 million miles.
- Establish a baseline number of people carpooling and vanpooling in the region and develop a measuring device that can be used to track progress.
- Conduct a regional rideshare market analysis that identifies target areas for marketing carpool and vanpool.
- Determine the appropriate structure for the program.
- Create a new marketing program for ridesharing that targets audiences in specific locations identified by the market analysis.
- Enhance CarpoolmatchNW.org to better serve vanpool matches.

A rideshare working group of the Regional Travel Options (RTO) Subcommittee was formed to oversee the market analysis, review consultant work products, and recommend a program structure. The working group had participation from staff representatives of TriMet, C-TRAN, Wilsonville SMART, Mid-Valley Rideshare, Clark County, Swan Island TMA, ODOT, Metro and the cities of Portland and Vancouver.

UrbanTrans Consultants Inc., with Parson Brinkerhoff and Elham Shirrazi as sub-consultants, was hired through a competitive request for proposals process to conduct the market analysis and develop a program implementation plan. UrbanTrans completed a comprehensive report titled "Rideshare Program Market Research and Implementation Plan." The Rideshare Working Group and RTO Subcommittee reviewed the plan and identified key recommendations and immediate next steps for the region's rideshare program.

Study purpose

UrbanTrans Consultants was hired to answer five main questions regarding the development and implementation of a regional rideshare program:

- Where are we today?
- Where are the best market opportunities for program growth?
- What is the best organizational structure for development, implementation, and evaluation of the regional rideshare program?
- What are the programmatic considerations for success?
- How do we track progress toward the five-year goal?

In the process of their research, UrbanTrans recommended that the region consider ridesharing within the larger context of transportation demand management in general. As a result, their report also includes several recommendations for the overall RTO program as well as the rideshare program.

I. Highlights of the report

A. **Market opportunities:** UrbanTrans and Parsons Brinckerhoff used a variety of quantitative and qualitative methods to identify potential rideshare target markets for promotion of vanpool and carpool services to commuters. As a result, they identified the most promising rideshare markets in the region and provided a list for the subcommittee to use as they select areas to target the program. (See page 13 of the UrbanTrans report.)

The report also recommends criteria for determining the best markets for vanpool pilot programs and carpool promotions. (See page 17 of the UrbanTrans report.)

B. **Key program elements:** UrbanTrans recommends the following four elements for a successful rideshare program:

1. Create a "One-Stop Shop" for TDM information.
2. Stabilize and grow vanpooling in the region through a comprehensive vanpool program.
3. Maintain one regional database of drivers and riders of existing vanpools and those seeking to be matched into carpools and vanpools.
4. Adopt an evaluation plan including a timely and meaningful reporting process.

C. **Program structure and cross-partner outreach model:** In order to accomplish the program elements, UrbanTrans recommends the creation of a Regional Commuter Services Program featuring a formal rideshare program administered by Metro and overseen by the RTO Subcommittee. This structure would support a "One-Stop Shop" and depend heavily on the involvement of regional partners. (See page 24 for a program structure chart.) Just as stakeholder input and involvement is a critical function of the RTO

Subcommittee, so it is for the overall Regional Commuter Services Program. UrbanTrans recommends a partnership model based on collaboration and respectful of agency, jurisdiction and partner service boundaries. (See pages 26-27 for cross-partner outreach recommendations.)

D. **Supporting program goals:** The RTO subcommittee adopted the following goals recommended in the UrbanTrans report to support the program elements and structure:

1. Support employers in developing travel option programs that improve worksite access and reduce single occupant vehicle travel.
2. Strengthen inter-regional ridesharing through enhanced carpooling and vanpooling services.
3. Build strong partnerships for service delivery and program coordination while maintaining localized outreach where available – brand as a one-stop shop.
4. Complement transit alternatives, where appropriate, through active promotion of support services and avoid the creation of competing alternatives.
5. Support an environment where innovation and new technologies are applied in services and communication.
6. Monitor and evaluate services based on bottom line cost per vehicle mile traveled reduced and other similar quantifiable community benefits.

II. **Next steps:** The RTO Subcommittee recommended that the rideshare working group take the following next steps:

1. Identify top markets for pilot projects
2. Review program budget needs and develop a draft budget for review by the RTO Subcommittee. Explore other funding opportunities, including federal funding available through the reporting of vanpool passenger miles to the Federal Transit Administration's National Transit Database.
3. Provide RTO Subcommittee with elements and recommendations for evaluation of rideshare and overall RTO program.
4. Look at options for improving CarpoolMatchNW, the region's web based carpool-matching tool.
5. Establish a pilot vanpool program(s).
6. Work with Metro staff to determine program staffing needs.
7. Transfer carpool program materials from PDOT to Metro.
8. Create and implement a rideshare marketing and promotional campaign for 2006.

Rideshare Program

Market Research and Implementation Plan
JPACT Presentation
October 13, 2005

URBANTRANS CONSULTANTS

Agenda
October 13, 2005

- Study Acknowledgements
- Study Overview
- Market Analysis
- Report Findings and Recommendations

Study Acknowledgements

- Regional Travel Options Subcommittee
- Rideshare Working Group

Pam Peck	Metro, Chair
Lenny Anderson	Swan Island TMA
Bill Barber	Metro
Todd Boulanger	City of Vancouver
Jan Bowers	City of Vancouver (represented C-TRAN at initial meetings)
Rhonda Danielson	TriMet
Dan Kaempff	ODOT
Jen Massa	Wilsonville SMART
Von Musser	TriMet
Bob Ransom	Mid-Valley Rideshare/Cherriots
Louise Tippeas	City of Portland

Study Overview

Five main questions regarding the development and implementation of a rideshare program:

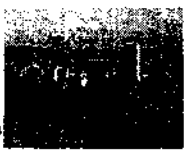
- Where are we today?
- Where are the best market opportunities for program growth?
- What is the best organizational structure for development, implementation, and evaluation of the regional rideshare program?
- What are the programmatic considerations for success?
- How do we track progress toward the five-year goal?

Market Analysis

- Market analysis **revealed over thirty potential vanpool markets** utilized by **over 30,000 commuters**
- **Additional Incremental Niche Markets:**
  - Shuttle services to MAX light rail facilities
  - TriMet Park and Rides
  - Additional long distance vanpools providing door to door service to Downtown Portland

Study Findings & Recommendations

- **Finding:** Need for regional, comprehensive, one-stop-shop commuter services program with a specific emphasis on ridesharing exists
- **Recommendation:** Creation of a Regional Commuter Services Program featuring a formal rideshare program administered by Metro and overseen by the RTO Subcommittee



Study Findings & Recommendations

- **Regional Commuter Services Program:**
  - Implement priorities set forth in the Regional Travel Options 5-Year Strategic Plan
  - Create a TDM brand and lead marketing and outreach efforts for the region
  - Collaborative model featuring a comprehensive menu of TDM services, a cohesive TDM brand and a reliance on localized outreach efforts from strategic partners

REGIONAL COMMUTER SERVICES PROGRAM

Oversight

Regional Travel Options Subcommittee

Non-Metro Jurisdiction Strategic Partners

Oregon DOT, Clark County, City of Vancouver, Mid-Valley Rideshare

Administration

Metro Rideshare
Regional program management Tracking, reporting and contract management Partnership development

REGIONAL COMMUTER SERVICES PROGRAM

Services

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Outreach

TMA's	Tri-Met * SMART	TDM Contractor
Employer outreach in TMA Area Property manager outreach TDM service brokering	Employer outreach in non-TMA high transit service areas Property manager outreach TDM service brokering	Employer outreach in all other areas (focus on prioritized markets) Property manager outreach TDM service brokering

Study Findings & Recommendations

- **Finding:** Vanpool Market Exists
- **Recommendation:** Brokerage model designed to protect Metro from the payment of continuing unlimited subsidies and other administrative costs associated with the operation of vanpools

Study Findings & Recommendations

- **Recommended Vanpool Model:**
  - Metro facilitates development of new vanpools
  - Retain drivers and riders in existing vanpools through competitive contracting
  - Regional Commuter Services Program = primary responsibility for the marketing of all regional vanpool services
    - Utilize localized outreach partners
    - Supplement efforts in the identified priority markets.
    - Leverage National Transit Database (Section 5307)

Study Findings & Recommendations

- **Finding:** Need for Singular Ridematching System
- **Recommendation:** Maintain one regional database of all drivers and riders of existing vanpools and those seeking to be matched into carpools and vanpools.
  - System must meet and support other program elements including monitoring and evaluation and National Transit Database (Section 5307) reporting.
  - Identify specific partner needs, prioritize resource requirements and evaluate options for systems

Study Findings & Recommendations

- **Finding:** Need to Measure Regional Commuter Program Progress Towards 2015 Mode Split Goals
- **Recommendation:** Adopt evaluation plan:
  - Survey research to guide marketing and outreach efforts
  - Measurement and tracking research to determine effectiveness
  - Consistent data collection into electronic compilation tools, direct surveys, and third party monitoring and evaluation in the primary categories of
    - Awareness;
    - Participation;
    - Satisfaction; and
    - Program Impacts
  - Reporting process developed and implemented

Questions?

Thank-You!

Presenters from UrbanTrans Consultants, Inc.

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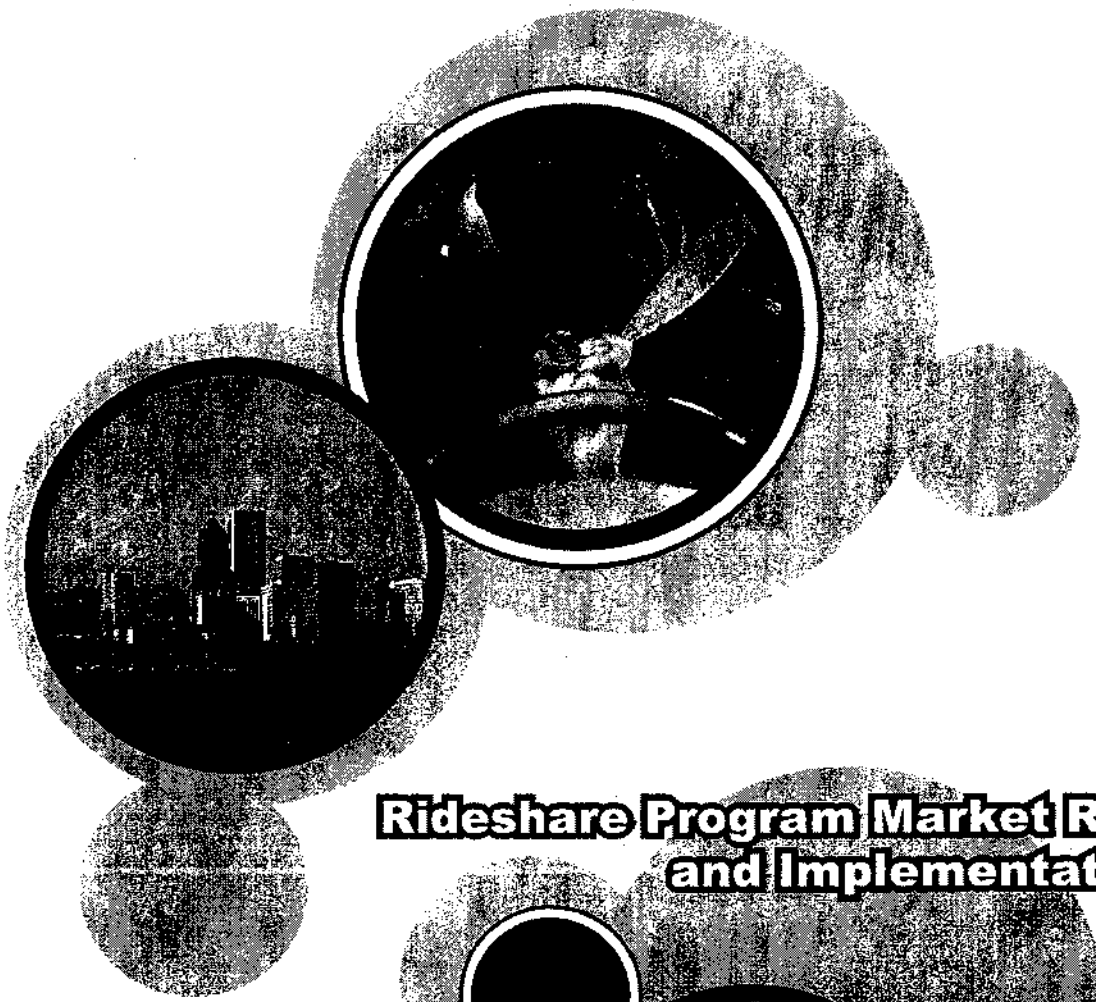

Rideshare Program Market Research and Implementation Plan

AUGUST 2005

Prepared by: **UrbanTrans Consultants, Inc.**
In Association With: **Parsons Brinckerhoff & Elham Shirazi**

Acknowledgements

Regional Travel Options Subcommittee Rideshare Working Group

Pam Peck	Metro, Chair
Lenny Anderson	Swan Island TMA
Bill Barber	Metro
Todd Boulanger	City of Vancouver
Jan Bowers	City of Vancouver (represented C-TRAN at initial meetings)
Rhonda Danielson	TriMet
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Bob Ransom	Mid-Valley Rideshare/Cherriots
Louise Tippens	City of Portland

URBANTRANS CONSULTANTS

Metro Rideshare Program Market and Implementation Study

Table of Contents:

Appendices:

Report authored by UrbanTrans Consultants with assistance from Parsons Brinckerhoff and Elham Shirazi

EXECUTIVE SUMMARY

Traffic congestion, air pollution, and other increasingly complex transportation-related issues have placed unique challenges on cities and towns across the United States, including the Portland Metro region. Fortunately, residents within the Portland Metro region benefit from an extensive transit service network as well as a variety of model Transportation Demand Management (TDM) programs and services provided by multiple jurisdictions. The direct efforts of the Regional Travel Options (RTO) Subcommittee to promote and support transportation options to reduce the number of drive alone trips in the region contributes to the high quality of life for residents.

The Portland Metro region features an extensive and growing bus and light rail system, supportive cycling infrastructure and innovative employer programs/services. Other than the implementation of a regional carpool matching system and some past and current vanpool program efforts, limited coordinated, deliberate and focused regional ridesharing efforts have occurred within the Portland Metro region. The Metro: 2004 Regional Transportation Plan (RTP) establishes ridesharing as a valuable choice amongst the mix of modal options. Furthermore, the Regional Travel Options 5-Year Strategic Plan established specific growth targets and strategies related to ridesharing and other TDM programs and services. As such, the RTO Subcommittee tasked the UrbanTrans Consultants Team, consisting of UrbanTrans, Parsons Brinckerhoff and Elham Shirazi, with conducting a comprehensive rideshare program market research and implementation study aimed at answering five main questions regarding the development and implementation of a rideshare program:

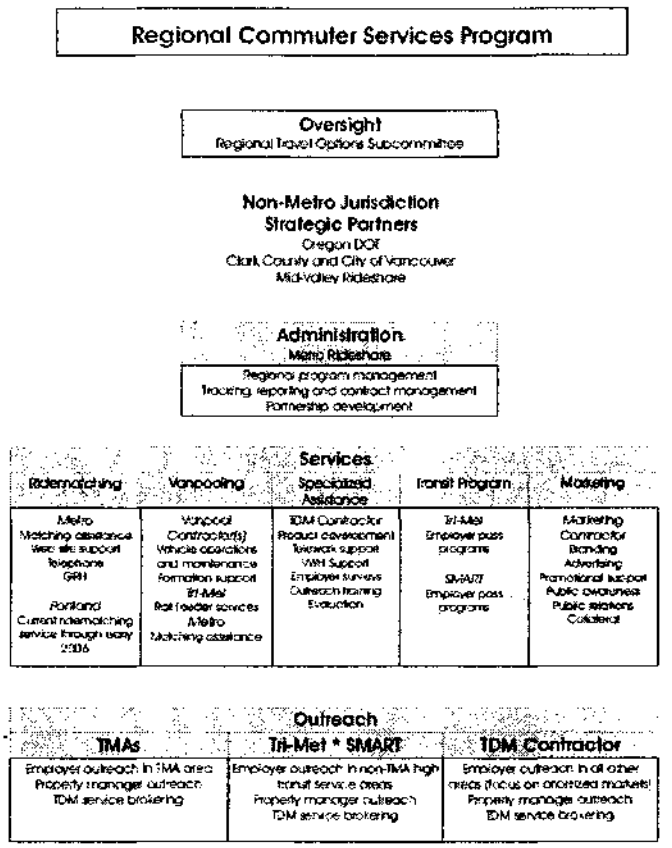
- Where are we today?
- Where are the best market opportunities for program growth?
- What is the best organizational structure for development, implementation, and evaluation of the regional rideshare program?
- What are the programmatic considerations for success?
- How do we track progress toward the five-year goal?

RESEARCH AND MARKET ANALYSIS

Markets and interest among stakeholders for a formal rideshare program that includes a specific vanpool program and enhanced carpool services exists. Given the inconsistent history of ridesharing in the Portland Metro region, extensive rideshare market research was conducted and priority rideshare markets were identified. Market analysis compared commuter trips by mode to transit travel times for each of the sixteen employment focus areas detailed in the 2004 RTP. Employment focus areas that produce a large concentration of trips are marked by relatively poor transit service and/or constrained by travel time factors such as bottlenecks, and are located over ten miles from clusters of commuter origin points were defined as potential markets for ridesharing.

Rideshare markets were identified based upon the integration of origin and destination data, and perceived transit travel times. Market analysis **revealed over thirty potential rideshare markets** utilized by **over 30,000 commuters.**

Rideshare programs that feature a vanpool program require more direct and specific approach to both vanpool operations and recruitment than carpool. Traditionally vanpools rely on larger numbers of commuters than carpooling and are most appropriate for longer distance commutes where transit is less frequent or non-existent. Thus, in addition to the thirty plus origin and destination based rideshare markets, other incremental niche markets exists such as shuttle services to MAX light rail facilities, TriMet Park and Rides and additional long distance vanpools that would provide door to door service to Downtown Portland. However, identifying potential markets is not enough to initiate and grow an effective rideshare program. The refocusing of existing efforts and commitment to a regional ridesharing program capable of providing customer-oriented services and programs, evaluating and measuring success and impacting the overall number of vehicles on the road is needed.



PROGRAM DEVELOPMENT

Based on interviews conducted with the members of the Joint Policy Advisory Committee on Transportation (JPACT) and RTO Subcommittees, commuter focus groups and employer surveys, the need for a Regional TDM Program with a specific emphasis on ridesharing exists. Despite the rideshare focus of the market research and implementation study, stakeholders revealed the need for a comprehensive, regional TDM one-stop-shop. Thus, the **creation of a Regional Commuter Services Program** featuring a formal rideshare program **administered by Metro** and **overseen by the RTO Subcommittee** is recommended. The Regional Commuter Services Program provides a tool from which the RTO Subcommittee can implement priorities set forth in the Regional Travel Options 5-Year Strategic Plan such as the promotion of a variety of alternative mode options including carpooling and vanpooling and directly links regional transportation policies, goals and community investments with transportation demand management products, programs and services.

The Regional Commuter Services Program will become the consumer's one-stop-shop for TDM services by creating a TDM brand and leading marketing and outreach efforts for the region. The program recommended is based on a collaborative model featuring a comprehensive menu of TDM services, including ridesharing, a cohesive TDM brand and a reliance on localized outreach efforts from strategic partners such as TriMet, SMART, TMAs, Clark County, the City of Vancouver and other local partners. Retaining and supporting localized outreach and marketing efforts with flexible resources will be important for longevity of the program. Programs and services included in the TDM Program include ridematching, vanpooling, telework, variable work schedule programs, emergency ride home (in cooperation with TriMet), bicycle and walking as well as transit passes (in cooperation with TriMet and SMART).

VANPOOL PROGRAM ELEMENT

The Portland Region has made a substantial investment in its transportation infrastructure, especially in its light rail system. Vanpools are a cost effective method to expand shared ride services into new markets, construction corridors and low density corridors while supporting these transit investments. Currently vanpooling supports that infrastructure by feeding passengers cost effectively into light rail and bus facilities. To stabilize and grow vanpooling in the region, a**n innovative brokerage model** designed to protect Metro from the payment of continuing and unlimited subsidies and other administrative costs associated with the operation of vanpools by traditional means **is recommended.** Under the recommended model, Metro would facilitate the development of new vanpools while retaining drivers and riders in existing vanpools through competitively contracting the operation of vanpool services to one or more vendors. The Regional Commuter Services Program would also have primary responsibility for the marketing of all regional vanpool services utilizing localized outreach partners and directly supplementing efforts in the identified priority markets. Based on the established mode growth factors and excluding such factors as outreach and marketing costs, this program element is estimated to require an average of $231,000 per year of funding during each of the next three fiscal years. This program could be funded from pooled funding related to National Transit Database (NTD) reporting by each of the local agencies.

RIDEMATCHING PROGRAM ELEMENT

One crucial element of the overall program and marketing would be to **maintain one regional database** of all drivers and riders of existing vanpools and those seeking to be matched into carpools and vanpools. This singular system should be implemented to meet and support other program elements including monitoring and evaluation and NTD reporting. While a number of resources exist, such as CarpoolMatchNW.org available locally, RideshareOnline.com available in Washington and parts of Oregon and a variety of nationally available systems, additional efforts should be undertaken to identify specific partner needs, prioritize resource requirements, evaluate options for systems and identify implementation and maintenance lead.

PROGRAM EFFECTIVENESS

Given the region's aggressive 2015 mode split goals, the Regional Commuter Services Program must prioritize on-going tracking and evaluation of alternative mode impacts to the region. As such, Metro should **adopt an evaluation plan** that provides survey research to guide marketing and outreach efforts, as well as measurement and tracking research to determine the effectiveness of all TDM Program elements. This can be accomplished via **consistent data collection** into **electronic compilation tools**, **direct surveys**, and **third party monitoring and evaluation** in the primary categories of:

- Awareness,
- Participation,
- Satisfaction, and
- Program Impacts

Furthermore, a **timely and meaningful reporting process** must be adopted that will nurture the growth of TDM as a whole and ridesharing specifically while advancing the ability of program implementers and regional leaders to qualitatively and quantitatively speak to the results of TDM.

SECTION I. Study Purpose

The Portland Metro region has consistently been recognized as a region that recognizes the importance of multi-modal options within a community. From the region's investment in its transit services to the substantial growth of transit-oriented development, the region has benefited from the promotion of sustainable activities. Yet the region also faces some unique challenges as it attempts to maintain its quality of life while continuing to promote economic growth. Fortunately, residents within the Portland Metro region benefit from an extensive transit service network, as well as a mixture of successful Transportation Demand Management (TDM) programs and services provided by a variety of organizations. The direct efforts of the Regional Travel Options (RTO) Subcommittee to promote and support TDM programs and services designed to reduce the number of drive alone trips in the region contributes to the high quality of life for residents.

The region's commitment to TDM programs and services is reflected through the priorities set forth in the Regional Travel Options 5-Year Strategic Plan which include:

- advocating for carpools, vanpools, transit, walking, biking and telecommuting in the region, and
- developing funding and policy recommendations to the Transportation Policy Alternatives Committee (TPAC) to implement the RTO program.

The RTO Subcommittee understands that by providing a mix of options for commuters and travelers likelihood of reduced single-occupancy-vehicle (SOV) usage increases. An intentional and structured ridesharing[1] program, which advocates carpooling and vanpooling, provides an important mobility option for travelers. A comprehensive ridesharing program includes carpool and vanpool services, supportive programs such as an Emergency Ride Home Program, targeted marketing and outreach services as well as an easily accessible rideshare matching system. As ridesharing is a valuable choice to include within a mix of modal options, it is important for the Portland region to consider and evaluate the role of ridesharing in meeting regional mode-split goals.

Understanding the role ridesharing can play in the Portland Metro region led to the implementation of the Rideshare Program Market Research and Implementation Study. Through a variety of analysis and evaluation methods, this study answers the questions:

- Where is ridesharing today?
- Where are the best market opportunities for program growth?
- What are the programmatic considerations for success?
- What is the best organizational structure for development, implementation, and evaluation of the regional rideshare program?

[1] Rideshare, Vanpool, Carpool and TDM definitions included in Appendix A: Glossary.

SECTION II: Background

RIDESHARING IN THE PORTLAND REGION

A region that provides a mix of TDM strategies will more likely meet the diverse needs of the traveling population. Ridesharing, which includes both carpooling and vanpooling, is one of a variety of core TDM strategies including:

- Transit
- Walking
- Biking
- Variable Work Hours
- Telecommuting

Portland's extensive bus and light rail system as well as the region's support of cycling and innovative employer programs/services provide mobility options for travelers. Other than the implementation of a regional carpool matching system and some past and current vanpool program efforts, limited coordinated, deliberate and focused regional ridesharing efforts have occurred within the Portland Metro region. Vanpooling in particular has had an unstable history in the region. In the past, TriMet and Clark County's C-Tran have both attempted to launch and sustain vanpool efforts in support of highway, roadway and bridge reconstruction efforts. These efforts created vanpools but some of these vanpools could not be sustained beyond the period of heavy subsidy. Other vanpools were utilized to meet a road-way capacity crisis, such as the short-term removal of bridge lanes. Though highly successful during the capacity crunch, these vanpools did not receive support once capacity returned to normal. Short-term users returned to previous modes. Additional issues such as appropriate vanpool rider pricing and concerns raised by employer-sponsored vanpools regarding employer liability also reduced interest in vanpooling.

Finally, previous attempts at vanpooling rightly focused on origin and destinations with little to no transit service and included marginal financial contribution from the rider. As transit service improved, subsidies were removed and the costs of participating in a vanpool program exceeded the cost to park and/or utilize new transit service. As new transit routes developed, vanpool programs were eliminated versus shifted to potential market areas. Thus, the combined factors of reliable transit service, cost and parking were not conducive towards continuing vanpool service.

Despite this history, vanpooling is occurring in the Portland Metro region. TriMet operates a limited number of vanpools, which were created from the work of the agency's outreach efforts to employers. Additionally, private service providers in the region; VPSI, Enterprise and Flexcar have seventeen vanpools in operation in the Portland Region. While some of these vans are operated in traditional vanpool operation (long distance commutes to and from a worksite) some of the region's vans are being used in innovative ways through arrangement between the van providers and the employers. Van shuttle service to MAX rail lines and to bus facilities are a cost effective and efficient service delivery strategy that fosters the capital investment the region has made in its transportation infrastructure. One specific area growing the vanpool market is the commute from the Vancouver area to Swan Island. With the assistance of the local Transportation Management Association (TMA) four new vanpools have formed and interest in developing additional vanpools exists.

Furthermore, south of Portland, three regional rideshare agencies combined efforts to create the Valley Vanpool program. This program provides carpool and vanpool on-line matching services, incentives and oversees vanpool operations for commuters within the Willamette Valley. Commuters to/from Salem, Corvalis, Portland, Hillsboro, McMinnville and Eugene can connect to other riders and vanpools through Valley Vanpools on-line system. Currently, over twenty vanpools are operating through Valley Vanpool.

KEYS TO SUCCESSFUL RIDESHARING

Establishment of ridesharing support services as well as the identification of primary ridesharing markets impact the success and sustainability of carpooling and vanpooling in a region. Support services such as ridematching systems, a guaranteed ride home program and larger transportation infrastructure systems such as HOV lanes leverage the effectiveness and attractiveness of rideshare options. The Portland Metro region boosts established support services including:

CarpoolMatchNW.org

The Portland-Vancouver region benefits from the existence of an on-line carpool matching system. This system provides an easy-to-access resource for interested rideshare participants to identify carpool and/or vanpool partners and options. This system has widespread support yet a few key challenges face the system which must be addressed. This study identifies those challenges and provides recommendations for the existing ridematching system.

The City of Portland currently manages the carpool matching system titled, CarpoolMatchNW.org. As many Washingtonians residing in the Vancouver area commute to Portland for work, it is necessary to promote one bi-state matching system. This system is accepted and promoted across state and city boundaries.

HOV LANE

A High Occupancy Vehicle (HOV) facility was opened in the region as a test project in 2001 and was extended as a pilot project in 2003. It runs along Interstate 5 for four miles from Northeast 99th Street south to Mill Plain Boulevard. The HOV facility offers carpoolers, vanpoolers and transit users time savings in crossing the Columbia River. Recently, the facility has been under close examination due to low usage rates. Proponents express concern that the facility is too short and under marketed, and therefore, set up for failure. Additionally, C-Trans eliminated its vanpool program, thus reducing HOV services in the area. A transportation committee earlier this year recommended doing away with the HOV lane. The Washington State Transportation Commission will consider this recommendation later this year.

Emergency Ride Home

TriMet provides the valuable Emergency Ride Home program. Provided to eligible employers, the Emergency Ride Home program provides a free taxi ride home for ridesharing and transit commuters in case an emergency arises. Eligible employers are those with work sites located in the TriMet service district who offer a minimum subsidy of $10 per month for employees who use transit or who carpool, vanpool, bike or walk to work. The Emergency Ride Home program is automatically included in the employer transit pass program, Passport and is available for existing vanpoolers.

Rideshare Market Identification

Ridesharing combines both vanpool and carpool promotions and operations. As carpooling is much more informal than vanpooling, target markets are often difficult to specifically define. The majority of carpoolers are spouses, household members, neighbors, co-workers or friends yet, some carpoolers utilize rideshare matching systems to locate fellow commuters. Marketing carpool options to employers and specifically rideshare matching programs assists in furthering carpooling throughout the region.

Marketing and implementing vanpools requires a more direct and specific approach to both operations and recruitment than carpool. Traditionally vanpools rely on larger numbers of commuters than carpooling and are most appropriate for longer distance commutes where transit is less frequent or non-existent. Understanding job-work commute patterns and marketing vanpools at the destination, work place for most programs, is one part of the vanpool portion of a rideshare program. Establishing a smooth operations and maintenance system, developing appropriate pricing, integrating an empty-seat policy as well as tracking participation are all necessary within the vanpool portion of a larger rideshare program.

Recognizing the importance of rideshare market identification within a rideshare program, this study researched and analyzed potential rideshare markets with a specific analysis emphasis on vanpool markets.

SECTION III: Methodology

In order to identify potential rideshare target markets and recommend an efficient rideshare organizational system that takes carpooling and vanpooling into account, a variety of quantitative and qualitative methods were employed. First, in an effort to build upon past analysis and research, the study team reviewed relevant documents, including the following:

- *Regional Travel Options Program: 5-Year Strategic Plan*, 2003
- *Travel Behavior Barriers and Benefits Research*, 2004
- *C-TRAN Vanpool Market Study and Feasibility Assessment*, 2003

These documents provided an overview of existing data analysis, mode-split goals, trends and behavior change barriers and benefits as well as past vanpool-specific research. Furthermore, this review provided an understanding of the regional TDM planning context and opportunities for rideshare. Early on, the study team determined utilizing the 16 employment focus areas presented in the 2040 Regional Transportation Plan would be valuable. These employment focus areas include:

- Downtown/River District
- Beaverton
- Clackamas
- Columbia Corridor
- Gateway
- Gresham
- Hillsboro
- Kruse Way
- Lloyd District
- Rivergate
- SMART/Wilsonville
- Swan Island
- Troutdale
- Tualatin
- Washington Square
- Oregon City

The market research task, Task A, necessitated further analysis of existing data. The study team utilized Census for Transportation Planning Package (CTPP), Parts 2 (employment) and 3 (origin and destination) as well as Employee Commute Options (ECO) Rule Data from the Oregon Department of Environmental Quality (DEQ)[2] to document modal usage, household income, mean travel time to work from home and occupations for each of the 16 employment focus areas. This analysis resulted in graphical representations of data designed to guide and educate the strategic planning and market identification process.

The baseline data provided in Task A described current travel patterns to the region's 16 employment areas. Task B entailed utilizing data and knowledge of travel markets to identify potential specific rideshare markets within the Portland region. Due to the fact that longer travel distances make carpooling and vanpooling more cost-effective alternative to SOV travel, 10 and 20 mile rings were identified around each of the 16 employment focus areas. Adjustments were also made for key bottlenecks where time may play a greater role in mode choice than distance. Next, CTPP, Part 3 data was utilized to pinpoint the origins of commuters for each employment focus area. As vanpool programs specifically rely on the presence of clusters of commuters commuting to and from similar areas, large groups of commuters were identified on individual employment area maps.

[2] Data analyzed included surveys from 2002-2005.

Finally, as transit is the preferred commuter alternative mode (infrastructure exists, movement of many people occurs) an understanding of the availability of transit was necessary to consider. Commuters with relatively poor transit service are more likely to consider and select non-transit modes of travel such as carpooling or vanpooling. Thus, the trip origin data was plotted against the perceived transit travel time. Perceived transit travel time is a measure of travel cost obtained from Metro's travel demand models which compute the cost of travel by transportation mode between traffic analysis zones (TAZs). Within the Metro model, there are three primary transit modes, bus, light rail transit and light rail transit with bus access. Transit travel costs are expressed with sums of several cost categories: the time spent accessing the transit system, time waiting for transit, time to make transfers and the time spent in the transit vehicle. As travelers are known to value these costs differently, walking time, transferring and waiting are considered to be more onerous than time spent in the transit vehicle. Thus, the walk time was weighted to be 2.2 times as onerous as the transit travel time. Initial wait times have weights of 1.8 and 2.0 respectively. The result is a realistic numerical representation of the "perceived transit travel time". Each map was layered with the perceived transit time from the employment focus area to the outlying community. The results of Task A and Task B are included in Section V.

The final step in the study methodology concerned gathering the qualitative information critical to the development of a strategic work plan. The first two project tasks provided a baseline understanding of rideshare markets and market potential, but the key to a successful rideshare program must reflect consensus among RTO Subcommittee members on the best possible organizational structure to implement a regional rideshare program featuring both a carpool and vanpool component. Thus, in an effort to identify and address the political, cultural, social and technical issues related to ridesharing in the Portland Metro region, a variety of information gathering methods were utilized. Table 1 provides an overview of the tasks utilized towards accomplishing Task C: Program Development.

As the project commenced Clark County expressed interest in doing a similar vanpool market identification analysis task focused on two additional work-end activity centers in the Vancouver area. This additional analysis was not available at the time of the study.

Table 1: Task C Tasks

Task	Purpose	Target Audience
Stakeholder Interviews	- Gain an understanding of diverse jurisdictions and agencies issues, concerns and ideas regarding ridesharing - Develop a clear understanding of policy and individual jurisdiction priorities	- Joint Policy Advisory Committee on Transportation Members - RTO Subcommittee Senior Managers - RTO Rideshare Working Group Members
Stakeholder On-Line Survey	- Involve ideas and opinions of TMAs that work directly with rideshare programs	- Regional TMAs

	and employers within the region	
Employer On-Line Survey	- Gather input from employers	- Employer List provided by TriMet - Distributed through TMAs to Employer Members/Stakeholders
Vanpool-Specific Criteria On-Line Survey	- Identify key criteria, other than origin and destination and transit travel time, to consider when prioritizing vanpool markets - This survey asked specific information regarding selection of vanpool markets	- RTO Senior Managers - RTO Subcommittee - RTO Rideshare Subcommittee
Peer Analysis	- Understand factors impacting success of vanpool programs throughout the country	- Seattle - Sacramento - San Diego - St. Louis - Houston
Commuter and Employer Focus Groups	- Qualitative information source regarding transportation choice, options and familiarity with rideshare options	- Employee focus group - Employer focus group
Vanpool Operations Analysis	- Identify legal, safety, operational and liability issues	- Interviews with existing vanpool vendors - Note: Vanpool Operations expertise and familiarity operating vanpool programs utilized for this task
Presentations	- Share progressive findings throughout the study	- RTO Subcommittee - Rideshare Subcommittee Members

SECTION IV: FINDINGS

RIDESHARE MARKET RESEARCH

Tasks A and B addressed the overarching question regarding current modal travel patterns as well as potential rideshare markets. Analyses resulted in both a broader and specific understanding of specific rideshare markets. Further enhancing the market research conducted in Tasks A and B, the employer and vanpool-specific criteria surveys provided additional perspective into potential markets. This section describes key market research findings.

TASK A: BASELINE MODAL PERFORMANCE RESEARCH

The purpose of the Baseline Development (Task A) was to provide the regional rideshare strategic plan development with a base of current modal performance, and, indications of potential directions for strategic rideshare activities. Keeping with the process established by the 2040 Regional Transportation Plan, the modal performance baseline utilizes the concept of major regional employment centers in benchmarking rideshare performance. Full report is available in Appendix B.

The Task A analysis yielded the following observations:

- **Suburban employment centers struggle to achieve SOV-reduction goals – yet may hold untapped potential**. Although suburban employment centers have goals appropriate to their location and size (as compared to Downtown Portland or Lloyd District, for example), they still struggle to meet these goals for SOV reduction. As such, untapped potential likely remains high for these areas, including Gresham, Hillsboro, Oregon City, and Tualatin. Furthermore, carpooling and vanpooling may have greater untapped potential in Gresham and Hillsboro, as past marketing emphasis on light rail in these areas has potentially plateaued commuter interest in transit,. Additionally, Oregon City has an extremely low rate of carpool / vanpool mode share by regional standards.
- **Industrial areas already showing high rates of ridesharing could provide additional market share**. Columbia Corridor, Rivergate, Swan Island, and Tualatin Industrial Area already have the highest shares of carpool / vanpool trips in the region, and exceed the regional average mode share. However, these areas also are located in relatively un-congested areas, providing a travel time penalty for the use of multi-occupant vehicles. Offsetting the travel time penalty are lower-than-average household incomes for workers in these areas. Strategic activities that emphasize commuter cost savings could build upon the solid base of potential carpool matches and future vanpool formations.
- **Certain areas have had success in achieving modal goals**. Generally speaking, areas, some of which have active TMAs, have succeeded in reducing drive-alone trips. It is possible the presence of a local agency or partner focused on educating and promoting alternative modes to a group of constituents contributes to overall area modal goals. Partnerships between Metro, TriMet, and others to support and encourage such educational and promotion activities in areas that currently lack them (but could also support one) may contribute to modal shifts.

Task B: Vanpool Market Analysis

Whereas the baseline research described current modal travel patterns to the region's largest employment areas, this research is intended to show where the most promising future opportunities for ridesharing, both carpooling and vanpooling may lie. In general, potential carpool and vanpool markets were identified by looking for relatively large trip origin "clusters" (i.e., locations) where significant numbers of auto commuters have relatively poor transit access to a particular employment center. Poor transit access for these commuters could be due to: an absolute lack of transit service, infrequent service, or a high number of transfers (the specific method for measuring transit accessibility is described in next section). This analysis focused on clusters located 10 or miles from the center of each employment area. These are areas that are potentially the most promising for new carpool and vanpool services. For vanpools in particular, the time it takes to collect the participants often becomes longer than the trip unless the trip is of sufficient length.

The approach to the market analysis was to compare commuter trips by mode to transit travel times for each of the market analysis areas. Places that have relatively poor transit service, produce a large concentration of trips, and are located over ten miles from the market area have better potential as a market for ridesharing services. A full report is available in Appendix B.

Table 1 shows the approximate size of the most promising potential rideshare markets. Importantly, these markets were identified based solely on the number of commuters to each employment area. No other factors were considered that would likely affect carpool or vanpool formation.

Table 1: Most Promising Rideshare Markets

Employment Area	Potential Market Area	Commuters
Downtown Portland	US 30 to St. Helens	800
Downtown Portland	NE of I-205/SR 500	700
Downtown Portland	Sherwood	1,000
Downtown Portland	Wilsonville	500
Downtown Portland	Oregon City	900
Beaverton	Cornelius/Forest Grove	1,300
Beaverton	Sherwood and south	1,000
Clackamas	NE of I-205/SR 14	450
Clackamas	Beaverton	500
Clackamas	Canby	300
Clackamas	Molalla	250
Columbia Corridor	Salmon Creek	500
Columbia Corridor	Beaverton	750
Columbia Corridor	Oregon City/West Linn/Gladstone	500
Columbia Corridor	Estacada	250
Hillsboro	Forest Grove and NW	650
Oregon City	Outer SE Portland/Gresham	400
Oregon City	Molalla	200
Rivergate	NE of I-205/SR 14	700
Rivergate	Outer SE Portland	500
SMART/Wilsonville	Beaverton	850
SMART/Wilsonville	Salem	1,000
Swan Island	E of I-205/SR 500	300
Swan Island	Oregon City/Gladstone	250
Tualatin	south Hillsboro	1,000
Tualatin	Washington County (north of US 26)	400
Tualatin	Newberg	500
Tualatin	Woodburn	500
Tualatin	NE/SE Portland	650
Washington Square	Newberg	800

In addition to understanding the size of markets, other factors need consideration when developing a short list of prioritized rideshare markets. For example, places with higher parking prices encourage carpools and vanpool as parking costs are distributed between riders. Other factors to consider include:

- Planned high occupancy vehicle (HOV) lanes. HOV lanes provide additional incentives for carpools or vanpool that could benefit adjacent markets.

- Preferential carpool or vanpool parking. Especially in places facing parking constraints, the presence of these policies will encourage carpools and vanpools.

- Bridges. The rideshare potential from Vancouver to North Portland areas (e.g., Rivergate, Columbia Corridor) is not fully captured in the prioritized market list. Much of Vancouver falls within a 10 mile radius. However, the presence of only two bridges spanning the Columbia River in this area increases actual drive distances (i.e., out of direction travel).

- Employer characteristics. Market areas with workers that tend to stay on site and keep regular hours make for better carpool and vanpool opportunities.

- Planned transit service. Encouraging carpools and vanpools to market areas such as Clackamas Town Center, which is slated to get new MAX service, may not be appropriate as these modes may compete with transit.

EMPLOYER SURVEY RESULTS

In an effort to gather and include employer insights into ridesharing, employer programs, transit and other TDM programs and services, a web-based survey was developed and distributed to all employers in TriMet's employer outreach and sales database. Over 275 surveys were completed, 99 percent from employers in Oregon and 40 percent who were impacted by the ECO Rule. Reporting of the employer survey results as a whole provides an interesting but limited overview of Portland Metro region employer's interest in and delivery of alternative transportation programs and services, specifically rideshare programs. The majority of responses (over 50%) were provided by employers in the Downtown Portland area which skewed the analysis to favor Downtown Portland responses. Additionally, given the large geographic scope of the study as well as the fact that level and frequency of transit service and parking supply and costs impact an employer's interest in alternative mode programs, a more telling analysis of the survey would provide employer responses by ZIP code. Thus, in an effort to better focus on rideshare needs and concerns among employers, an additional level of analysis occurred. Selected survey questions were sorted by ZIP code and combined into ZIP code groupings.

This analysis of employer responses by ZIP code groupings revealed that employers outside of Downtown Portland and/or with limited access to transit service revealed a strong interest in vanpooling, carpool and/or vanpool matching services and an emergency ride home program. Survey Question B asked employers how convenient it is for employees to use the bus and rail to commute to work. Ninety six percent of Downtown Portland employers responded that bus and rail were at least somewhat convenient to employees. Yet, 89 percent of employer respondents from the Westside, 81 percent from Southwest of Downtown and 60 percent of respondents from Hillsboro responded bus and rail were not convenient to employees. Areas

reporting bus and rail as an inconvenient commute option for employees may be suitable for targeted vanpool and/or carpool programs and services. Not surprisingly, areas outside of Downtown Portland are more interested in transportation-related services than those in Downtown Portland. Strengthened rideshare programs and services are of high interest to Hillsboro, Beaverton, and communities north, south, east and west of Downtown Portland.

It is important to note that these findings are not statistically significant and this analysis is not intended to lead to the identification of vanpool and carpool markets. Instead, the analysis provides an additional piece of information to consider when determining prioritized markets. Full ZIP Code Employer Survey results are available in Appendix E.

RIDESHARE MARKET SHARE FACTORS

Beyond the specifics of employment location and commute length, additional factors contribute to the development of a rideshare market, and particularly a sustainable vanpool market. Lessons learned from rideshare programs across the country provide a few significant considerations for acquiring market share for rideshare activities in the Portland area. One major factor driving market share is the consumers need for a particular rideshare product, such as vanpool or carpool. Vanpool components of a rideshare program in particular are essentially a market driven commute product that competes with a variety of commute choices for consumer acquisition. Much like any product, a vanpool or carpool must meet some consumer need and then have a clear value-benefit relationship or it will not be a desired product. Consumers ask the "need" question:

- *Travel need* – What commute product will get me from my home to my place of work with constraints specific to individual situations?

Successful rideshare programs throughout the country provide a service that meets the "need" question of consumers traditionally in areas with limited transit. More often than not, carpooling is an informal, low-cost form of ridesharing demanding a low-level of commitment. On the other hand, vanpooling is a more formal rideshare option that requires a commitment from a group of riders, a monthly out-of-pocket cost and ability to commute at a pre-determined and inflexible time. Following the "need" question, a series of value determinants are internalized which ultimately lead to a consumer choice.

- *Time value* – Does transit, a vanpool or carpool save time over other commute products?
- *Cash value* – Does transit, a vanpool or carpool cost as much or less than the cost of other commute products? (Includes such factors as personal vehicle operating costs, parking pricing and cost of transit)
- *Social value* – Does the social aspect of small group travel increase or decrease the experience?
- *Environmental value* – Does the lesser environmental impact of vanpool have a greater value over cash, time or social values?

By affecting one or more of the value questions, ridesharing can be an attractive consumer product. Furthermore, there are a variety of supportive factors that impact the value-benefit of ridesharing arrangements. Supportive factors can include:

- **Parking:** Parking supply, demand and pricing directly impacts ridesharing activities. As parking costs increase and/or supply decreases, commuters seek cost-effective, reliable transportation. Constraining parking by reducing the number of spaces available for single occupancy vehicle use, providing preferential or reduced-cost parking for high occupancy vehicles and/or managing parking supply through pricing all contribute to increased attractiveness of ridesharing. Commuters in the Seattle and Portland area are often required to pay all or a portion of their parking. Thus, a vanpool or carpool arrangement reduces the overall cost of commuting for many commuters. In addition, many vanpools and carpools, such as those in some areas of Denver, receive preferential parking- parking closer to office building entrances. This makes the full commute trip more convenient for employees.
- **Emergency Ride Home Program:** Fear of needing a car for an emergency is an often stated barrier to utilizing transit, carpooling or vanpooling to work. Single occupant drivers surveyed in a variety of communities, including Missoula and Denver, reveal their interest in using alternative modes if they were guaranteed a ride home in case of an emergency. Most vanpool and carpool programs across the country, including Seattle, Houston, Denver, Missoula and Sacramento, and Portland offer an emergency ride home for participants.
- **Presence of HOV lanes**: In many cities, vanpool riders and carpoolers benefit from an extensive network of HOV lanes. For example, in the Tacoma-Seattle-Everett area multiple HOV lanes result in an extensive time-related incentive for vanpooling or carpooling.
- **Congestion within Construction Corridors:** Linking vanpool and carpool promotional campaigns to areas faced with construction has proven to be successful. Both Houston and Denver have developed targeted outreach efforts as well as incentive and subsidy programs aimed at commuters traveling to, through or from major corridors undergoing construction. Over fifty new vanpools have been formed in both Denver and Houston through targeted construction outreach.

VANPOOL-SPECIFIC RESEARCH

Attention to specific vanpool market identification is necessary due to the need for concentrations of common origins and destinations. This is further emphasized by constrained dollars available for vanpooling combined with the more formal and committed recruitment and participation that is needed for vanpooling over carpooling.

Vanpool-Specific Criteria Survey

As vanpools rely on the use (via purchase or lease) of a vehicle and require more formal and committed recruitment and participation than carpooling additional research into criteria to consider when identifying vanpool markets was conducted. In an effort identify factors to consider when developing a short list of prioritized vanpool markets, an on-line vanpool criteria survey was created and distributed to RTO Subcommittee, Rideshare Subcommittee and RTO Senior Managers.

Stakeholders were asked to provide input on factors, other than number of commuters or presence of transit, they would consider when defining a vanpool market. Stakeholders ranked their top three factors to consider. Table 2 outlines the vanpool criteria options.

Table 2: Vanpool Criteria Identified in the Survey

Factors to Consider when Identifying a Vanpool Market
Interest within the community
Presence of a TMA (i.e. TMAs can assist with marketing vanpools)
Presence of interested employer(s)
Existence of a Vanpool program furthers long range Regional or Local Planning Goals
Interest from the local jurisdiction makes this market more feasible
Meets *current* evolving land use issues/needs
Primary employment activity center (strong destination market)
Strong and/or growing origin market area
Other

This survey and analysis was intended to provide additional stakeholder input into the selection of the top vanpool markets in the Portland Metro region. Full survey results are available in Appendix D: Vanpool-Specific Criteria Survey. The diversity of responses and interpretation of criteria has led to a need to establish agreed upon criteria for use in identifying priority markets.

Selecting Vanpool-Specific Pilot Program Markets

Identifying target markets and instituting a pilot vanpool program aimed at these markets provides an opportunity to test a new vanpool program. When selecting three to five potential markets from those formally presented, a few factors should be considered including:

1. *Existing Transit Service Levels*:
    a. Areas with low to not transit service,
    b. Areas with limited frequency of service,
    c. Areas with transit travel time at or above automobile travel time, or
    d. Areas with generally high travel time/distance.
2. *Partner Commitment:* Maximize marketing and outreach by selecting areas with a strong commitment to alternative mode promotions, interest in vanpooling and an ability to assist in localized outreach. Specific partners to consider include:
    a. Agency
    b. Local jurisdiction
    c. TMA
    d. Employer
    e. Community
3. *Evidence of Interest in Vanpooling*: Leverage the presence of existing vanpool routes by exploring market demand with vanpool coordinators.
4. *Areas of Existing or Potential Congestion*: Based on such factors as:
    a. Choke points,
    b. Areas marked by construction delay, and/or other
    c. Hot spots for existing or near future SOV travel delays.

SWOT ANALYSIS

Regional Travel Options Mission Statement:
The regional partners will work collaboratively to provide and actively market a range of travel options for all residents of the region

An extensive amount of information regarding regional ridesharing, marketing and outreach as well as general transportation options was unveiled through stakeholder interviews, employer surveys, commuter focus groups, staff meetings, group presentations and vanpool specific surveys. Based upon the information gathered through the variety of research techniques strengths, weaknesses, opportunities and threats related to the regional ridesharing program have been identified. The purpose of this analysis is to identify the various factors, either past, present or future, that will impact the ability of the Regional Travel Options Subcommittee to achieve its mission over time. The following is a brief overview of these findings, generally called a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. The SWOT provides a framework from which to develop key programmatic and implementation recommendations for ridesharing and vanpooling.

Stakeholder Interview List is available in Appendix F, Protocol in Appendix G and Interview Themes in Appendix H.

STRENGTHS

- **History and Awareness in Community.** General regional support exists for multi-modal policies and programs designed to assist the Portland region in meeting future transportation demands. Specifically, TDM measures including ridesharing are supported within the 2040 Regional Transportation Plan through a variety of land-use, transit, pedestrian, bicycle and TDM policies and projects. The overarching TDM policies and programs provide a strong foundation from which ridesharing can contribute to meeting regional mode-split goals.

- **Large Employer Database.** Due to the existence of ECO Rule as well as TriMet's employer outreach efforts and employer pass sales, an extensive employer database exists. This database provides a variety of information regarding employee travel behaviors and employer programs and services.

- **Strong Transit.** Portland's transit system, managed by TriMet, provides extensive service throughout the metro Portland region. Through the provision of extensive bus and rail services, TriMet strives to improve the quality of life for Portland area residents. As transit is the most efficient mode of transportation, the presence of a strong transit system provides great opportunity to meet regional mode split goals. Furthermore, TriMet's pass programs, Passport and Snap Passes, are financially attractive to employers and valued by employees and commuters.

  In addition to TriMet, SMART provides free transit service to commuters within the Wilsonville area. This service provides a much needed service to commuters on the fringe of TriMet's service district. Finally, C-TRAN, in Clark County, provides transit feeder service to Portland's Max rail system as well as various routes serving Downtown Portland. A strong transit system is complementary to ridesharing particularly at suburban light rail and bus system. High occupancy vehicles such as vanpools and carpools can easily connect numerous riders to the full transit system especially when planned as a transit precursor.

- **Extensive Supportive Network.** Stakeholder interviews revealed TDM in general receives a high level of support from TMAs, employers, community members, policy makers, businesses and partners. This network extends beyond state, county and city boundaries and results in emerging regional rideshare-related programs and services such as CarpoolMatchNW.org.

- **Rideshare Matching System.** The development of a localized rideshare matching system marketed to both Washington and Oregon commuters is a key strength of the Portland Metro region. Although improvements to the actual site as well as operations of the site are needed, stakeholders recognize the importance of a comprehensive ridematching system.

Weaknesses

- **Collaboration and Leadership.** Stakeholder interviews revealed a lack of action-oriented regional and bi-state collaboration. Due to a variety of barriers, some real and some perceived, the development of bi-state ridesharing programs has been challenging. Furthermore, the region has struggled to clearly define and market vanpooling and carpooling resulting in difficulty in gaining bi-state, cross-jurisdiction support for ridesharing.

- **Lack of Credibility with Decision Makers.** Quantitative impacts of specific TDM efforts including ridesharing are not articulated sufficiently to decision and policy makers. Misinformation and misunderstandings regarding TDM and ridesharing as well as the role of TDM and ridesharing in regional transportation and planning efforts are often referred to when making policy and planning decisions. As a demand influencer, TDM and specifically ridesharing can be measured and valued in a way that shows savings per trip reduced and decrease the need for expensive infrastructure.

- **No Clear Portal.** When asked to provide input on the existing rideshare programs, most stakeholders were unaware of organized vanpool efforts and were concerned about the inefficiency of existing rideshare outreach and efforts. Many suggested a "one-stop-shop" would provide cost-efficiencies while increasing ridesharing market share.

- **Limitations of Ridematching System**. Most stakeholders were familiar with and supportive of CarpoolMatchNW.org. Yet, as the ridematching system is designed as a regional resource questions regarding where the system is best housed were raised. Currently, the system is operated by the City of Portland. Additionally, the Mid-Valley ridematch system is a form-based system that relies on a program employee acting as intermediary with the system, rather than the self control of an interactive, internet based system. Recommendations to relocate the system to a more regional-based organization were suggested by stakeholders. Further complicating ridematching in the Portland area is the existence of two different ridematching programs incapable of communicating with one-another. Thus, riders interested in commuting to/from the Salem area must enter their information in two separate rideshare databases. This limits the ability of any one system to provide efficient ridematching services and causes frustration to the consumer.

- **Reliant on CMAQ Funding.** A common weakness among TDM programs, including ridesharing programs, nationally is a reliance on CMAQ funding. Though important to

retain, the Metro region should consider non-CMAQ funding sources to develop and sustain programs. Efforts to create local and regional TDM, including ridesharing, supportive policies and new federal sources should be prioritized.

- **Constraints on Vanpool Growth.** The Portland Metro region has experience developing and implementing vanpools with varied success. Some vanpool programs exist only as long as subsidized programs exist. Others have been replaced by more efficient transit service. Yet others were not priced with parking and/or true travel costs taken into consideration.

Opportunities

- **Desire for a One-Stop-Shop.** Although project research focused on ridesharing, interest in addressing ridesharing as one component of a larger TDM program became a key theme. Stakeholders rallied around the concept of providing a one-stop-shop for consumers to access a variety of alternative mode information and services. Such a structure would minimize consumer confusion as to where to go for help and improve efficiencies of all TDM services to users. Stakeholders linked the need for a single operational home for ridesharing (vanpooling, CarpoolMatchNW.org) with the opportunity to create a centralized TDM clearing-house. This organization would lead consensus building efforts, develop clear strategy and direction for regional funding, create and support regional programs and oversee marketing messages and promotions. Local (Oregon and Washington) outreach organizations, such as TMAs, Cities and Counties would be supported and relied upon to deliver messages and programs to various areas and communities.

- **Existing Vanpool Services.** A variety of vanpool programs within the Western Oregon and Portland Metro region are currently serving a growing market. Valley Vanpool provides service to Portland-bound commuters from Salem, as well as commuters moving back and forth to Eugene, McMinnville, Corvallis and other communities south of Portland. The Swan Island TMA also recently assisted in forming four new vanpools. Such vanpool services should be supported and sustained within a regional vanpool program plan.

- **Collaborative Culture.** Local transportation organizations and vendors are interested in developing and strengthening existing partnerships. Acknowledgement that TDM is a critical tool for transportation, land-use and community planning as well as support for providing employers and commuters a wide menu of TDM programs and services, including ridesharing, exists. Jurisdictions, agencies and individuals interviewed are open to working together to strategically approach TDM and ridesharing in the region.

- **Innovative Rideshare Technologies.** A variety of innovative rideshare technologies exist. Systems capable of linking rideshare matching systems with tracking and vanpool operations are being utilized by vanpool programs throughout the country. Some systems link directly to Internet Mapping Services allowing for customized tracking and information gathering.

- **Established Ridesharing Programs and Outreach Efforts.** TriMet sponsors the Emergency Ride Home program which is a supportive rideshare programs. TriMet, TMAs, Cities, Oregon DEQ and Counties throughout the area have developed a variety of promotional campaigns, innovative marketing efforts and employer-specific programs.

These activities and programs provide a solid framework from which to develop and enhance improved ridesharing programs. Furthermore, generally speaking, areas with active TMAs tend to have strong performance in reducing drive-alone trips. As a result, partnerships between Metro, TriMet, and others to support and encourage active TMAs in areas that currently lack them (but could also support one) should continue into the future.

- **Interest in Telework, Flex-Time, Compressed Work Weeks.** Many individuals reported an interest in widening the definition of the study to include telework, flextime, compressed work weeks and TDM strategies aside from ridesharing. As a strong transit system and marketing for transit exists, interest in expanding the focus of a potential one-stop-shop to include time and place TDM options was stated. This is timely given the decreased availability of employer telework programs managed by the Oregon DEQ.

Threats

- **Jurisdictional Limitations.** Sensitivities to jurisdictional boundaries and political realities exist within the Portland Metro region. A variety of complex intra-state and bi-state boundaries result in the common challenges of service provision, tracking and accountability. Portland's unique proximity to Vancouver, Washington and the cross-state commute patterns of both Washingtonians and Oregonians warrants bi-state collaboration when considering a regional rideshare program. Furthermore, commuters are traveling through multiple jurisdictional boundaries within Oregon itself. The complexities of developing a rideshare program, distributing scarce dollars to support such a program and creating and tracking programmatic efforts is challenging. Additionally, stakeholders expressed a need to maintain a local "look and feel" to any products, programs or outreach efforts. Thus, the Portland Metro area could benefit from a rideshare lead tasked with leading collaboration and working toward cooperation. Such a lead would garner levels of jurisdictional and agency support for moving beyond political boundaries to develop and sustain efficient rideshare efforts.

- **Lack of Customer Service Staff.** Currently, one individual is responsible for providing CarpoolMatchNW.org customer service. Marketing transportation alternatives to new users is often difficult and time consuming. An interested alternative mode user may begin their quest for information by registering at CarpoolMatchNW.org. Yet, if the user finds the system confusing, has questions regarding vanpooling, is interested in learning more about carpool formation, they seek out additional information. Quick, reliable and expert customer service assistance is critical for maintaining and growing a rideshare program. As the program grows, additional customer service support may be necessary.

- **Presence of Carpool and Vanpool versus Transit.** Properly designed and operated vanpool programs do not compete with transit. Instead, such programs complement the existing transit system and provide insight into future transit markets. Efforts to dispel the vanpool versus transit debate should be infused within all levels of a rideshare program.

- **Evaluation.** Measurable, tangible results are necessary for any program, service or agency to sustain itself. Competitive funding realities demand clear understanding and communication of the costs and benefits of all transportation demand management

programs. The regional rideshare program is in need of a systemic reporting mechanism capable of providing outcomes, costs, benefits and measurable results. These results need to be communicated clearly to decision makers in an effort to gain greater commitment among policy makers.

- **Presence of Multiple Ridematching Systems.** Although CarpoolMatchNW.org provides a portal for Portland-area carpool and vanpool riders to find matches, this system is not compatible with other local systems. Who to go to for ridematching is confusing to commuters traveling to and from Salem, Portland and areas in between. Valley Vanpool (serving the Salem area) and CarpoolMatchNW.org provide ridematching services to local commuters and residents yet their databases are unable to communicate with one-another. Thus, some commuters must register in multiple databases in order maximize their match potential. Such a system is counter-intuitive to the needs of the consumer and lessens the effectiveness of both rideshare programs.

SECTION V: STRATEGIC DIRECTION and BUSINESS PLAN

Based on interviews with the members of the Joint Policy Advisory Committee on Transportation (JPACT), commuter focus groups, presentations to the members of the RTO Subcommittee and discussion with staff from various transportation related agencies, the need for a strategic partnership-based model for a Regional Commuter Services Program exists. Given the RTO Subcommittee's current membership and role within Metro; advising the TPAC with developing regional priorities, allocating funding and ensuring regional planning goals are met through innovative, efficient and effective programs and services, oversight of the Regional Commuter Services Program is a natural fit for the Subcommittee. This program would provide a direct link to Metro regional transportation policies, goals and community investments with transportation demand management products, programs and services.

An organizational chart highlighting the RTO Subcommittee's oversight role, key strategic partners, administration, services and outreach is provided. Mission, goals, priorities, partners and services follow along with a business plan and evaluation and monitoring recommendations.

REGIONAL COMMUTER SERVICES PROGRAM

Oversight

Regional Travel Options Subcommittee

Non-Metro Jurisdiction Strategic Partners

Oregon DOT
Clark County
Mid-Valley Rideshare
City of Vancouver

Administration

Metro Rideshare
Regional program management Tracking, reporting and contract management Partnership development

Services

Ridematching	Vanpooling	Specialized Assistance	Transit Program	Marketing
Metro Matching assistance Web site support Telephone GRH Portland Current ridematching service through early 2006	Vanpool Contractor(s) Vehicle operations and maintenance Formation support TriMet Rail feeder services Metro Matching assistance	TDM Contractor Product development Telework support VWH Support Employer surveys Outreach training Evaluation	TriMet Employer pass programs SMART Employer pass programs	Marketing Contractor Branding Advertising Promotional support Public awareness Public relations Collateral

Outreach

TMAs	TriMet SMART	TDM Contractor
Employer outreach in TMA area Property manager outreach TDM service brokering	Employer outreach in non-TMA high transit service areas Property manager outreach TDM service brokering	Employer outreach in all other areas (focus on prioritized markets) Property manager outreach TDM service brokering

MISSION

The current mission of the RTO Subcommittee is: "The regional partners will work collaboratively to provide and actively market a range of travel options for all residents of the region."

The Regional Commuter Services Program provides a strategic mechanism from which the RTO Subcommittee can strive towards accomplishing its mission. The following agencies and organizations are represented on the RTO Subcommittee:

- Clackamas County
- Clark County
- City of Gresham
- Metro
- Multnomah County
- Oregon DEQ
- ODOT
- Oregon Office of Energy
- City of Portland
- Port of Portland
- TriMet
- Washington County
- City of Wilsonville SMART
- TMA member (one member representing TMA interests)
- Citizen members (three members selected by the Metro Council)

GOALS

Six main goals are recommended for the RTO Subcommittee to adopt:

#1 – **Support employers** in developing **travel option programs** that improve worksite access and reduce single occupant vehicle travel.

#2 – Strengthen **inter-regional ridesharing** through enhanced carpooling and vanpooling services.

#3 – Build **strong partnerships** for service delivery and program coordination while maintaining localized outreach where available – brand as a one-stop shop.

#4 – **Complement transit alternatives,** where appropriate, through active promotion of support services and avoiding the creation of competing alternatives.

#5 – Support an environment where **innovation and new technologies** are applied in services and communication.

#6 – **Monitor and evaluate** services based on bottom-line cost per vehicle mile traveled reduced and other similar quantifiable community benefits.

STRATEGIC PRIORITIES

Adoption of a variety of strategic priorities or guiding principles will result in the RTO Subcommittee's successful implementation of the Regional Commuter Services Program. The following strategic priorities are based on study findings and peer program experience.

- Secure commitment from regional policy decision makers.
- Establish Metro as the administrator of the Regional Commuter Services Program under the direction of the RTO Committee.
- Organize outreach and marketing activities around priority markets and support transit as priority alternative in high transit areas/corridors.
- Create a one-stop-shop program through branding and partnerships.
- Create financial incentives that support partner participation.
- Establish a clear monitoring and evaluation system.
- Explore new technological options for ridematching services.
- Secure arrangements with 3rd party vanpool vendors that fit into the regional brand and service delivery process.
- Develop an agreement with transit operators for reporting NTD miles for funding.
- Clarify liability issue for vanpooling with the State.
- Develop an agreement with Clark County and Mid-Valley Rideshare for coordinated service delivery.
- Continue efforts with the State of Oregon to establish consistent branding and ridematching.

PARTNERS AND ROLES

Just as stakeholder input and involvement is a critical function of the RTO Subcommittee, so it is for the overall Regional Commuter Services Program. A partnership model based on collaboration and respectful of agency, jurisdiction and partner service boundaries is recommended. As discussed, the RTO Subcommittee will continue to provide oversight to the Regional Commuter Services Program. As such, they will be responsible for overseeing all programmatic direction, ensuring effective and efficient use of funding, communicating programmatic results with TPAC, JPACT and other political entities and guiding evaluative efforts of the program.

Metro will provide administration of the Regional Commuter Services Program including program management, tracking, reporting, contract management as well as partnership development. Buy-in from key stakeholders regarding marketing messages as well as on-going commitment and consensus from partners is key to the success of this program. As such, Metro staff will be responsible for facilitating a collaborative environment in which diverse partners work together to design and develop TDM programs and services. Furthermore, Metro staff will perform day to day programmatic tasks aimed at successful implementation of the primary program services.

The Portland region features an extensive TDM sales force currently working in a variety of service areas to promote TDM services. TriMet, SMART and local jurisdictions, such as Clark County, City of Vancouver, and Salem currently oversee a variety of programs, services and outreach efforts aimed at their constituents. Furthermore, research has shown a strong affinity with community members and local TMAs in the Portland region. Many TMAs not only have

established relationships with employers as well as decision makers but have created, implemented and marketed successful TDM programs and services.

Given this extensive sales structure as well as the importance of retaining localized flavor within all marketing efforts, a Cross-Partner Outreach Model is recommended. In this model Metro facilitates the development of products and branding with key stakeholders. These stakeholders tailor products to their area (i.e. add logos, photos) and provide sales efforts to their specific jurisdictions. Metro, either through a contractor or a staff position, fills gaps in the region. This model also allows for the creation of a unified image while maintaining an important localized look and feel to all TDM products.

Cross-Partner Outreach Model *METRO Facilitates Development and Outreach of Products*		
TMAs	**TriMet** **SMART**	**TDM Contractor** **Metro**
Employer outreach in TMA area Property manager outreach TDM service brokering	Employer outreach in non-TMA high transit service areas Property manager outreach TDM service brokering	Employer outreach in all other areas (focus on prioritized markets) Property manager outreach TDM service brokering

SERVICES

Services are the general programs or resources of the Regional Commuter Services Program. They are provided through the program, and in some cases (Marketing, Vanpooling and Ridematching) managed by the Regional Commuter Services Program. These services are identified as, but not limited to, Ridematching, Vanpooling, Specialized Assistance, Transit Program, and Marketing. Services are reviewed on a regular basis and updated as needed.

- **Ridematching**: A self-directed regional internet-based system integrated with and compatible with other electronic resources. This system is coupled with paper-based forms and telephone customer service. On the backend, TMA's, Agencies, Jurisdictions and partners have access to specialized tools that enhance outreach capabilities.

  Initially, this service is provided via CarpoolMatchNW.org under the administration of the Regional Commuter Services Program. With this interim step, the RTO Subcommittee is assessing rideshare technology to determine best course of action for this service resource, which could include (but is not limited to):

  - Retain existing program;
  - adopt existing program (e.g. Rideshareonline.com-type program)
  - acquire a currently available off the shelf system; or
  - develop a new program linked to vanpool tracking

- **Vanpooling**: A regional resource program administered by the Regional Commuter Services Program. Vanpooling is operated under the brokerage model, whereas Metro issues an RFP for lowest cost services for:

- Provision of vehicles (via lease);
- Gas and maintenance;
- Insurance;
- Customer intake and processing;
- Driver assessment;
- A singular pricing schedule;
- Tracking and reporting;
- Use of the RTO Subcommittee approved branding and;
- Linkage/use of the single regional ridematching system.

Fares are developed based on contract costs less 30% (underwritten by the Regional Commuter Services Program) through 2007/2008 and beginning a move gradual increase towards only 15% being underwritten by 2013/2014.

Fares are published as a single regional Flat Rate structure based on mileage ranges and vehicle size/type.

Vanpool program costs and fares are subject to annual review and adjustment by the RTO Subcommittee.

Vanpool services will continue to work with the Transit agencies to utilize the vanpool fleet for rail feeder service as an incubator for transit

- **Specialized Assistance for Employers**: A menu of specialized programmatic resources provided via third-party contract, including product development; educational materials; technical assistance; and training with regards to:
  - Telework/Telecommute
  - Variable Work Hour Programs:
  - Emergency Ride Home:
  - Employer surveys, outreach training, evaluation and tracking
  - TDM and Developments: Connect with TOD efforts in the region, provide TDM expertise, training and technical assistance as needed
  - Bike/Walk: Provide information, technical assistance and training on Bike/Walk options to employers, employees, citizens
- **Transit Program**: Work with TriMet and SMART to support and market pass programs and enhance transit ridership.
- **Marketing**: Under a single regional vision, work with contractor and regional partners to develop a regional brand for TDM services. This service provides promotional support, public awareness, collateral pieces and regional advertising for TDM that whenever possible are capable of specialization at the local/outreach level.

BUSINESS PLAN AND BUDGET

The following outlines activities by Goal and Task based on the following organizational start-up timeline. It is expected that Years 1 and 2 are intensely focused on development and launch of regional resources, services and performance measurement systems. Year 3 is focused on maintaining new growth.

Goals Restated:

Goal A – Support employers in developing travel option programs that improve worksite access and reduce single occupant vehicle travel.

Goal B – Strengthen inter-regional ridesharing through enhanced carpooling and vanpooling services.

Goal C – Build strong partnerships for service delivery and program coordination while maintaining localized outreach where available – brand as a one-stop shop.

Goal D – Complement transit alternatives, where appropriate, through active promotion of support services and avoiding the creation of competing alternatives.

Goal E – Support an environment where innovation and new technologies are applied in services and communication.

Goal F – Monitor and evaluate services based on bottom-line cost per vehicle mile traveled reduced and other similar quantifiable community benefits.

TABLE: Business Plan Tasks by Goal and Quarter

Task	Task Description	06-Q1	06-Q2	06-Q3	06-Q4	07-Q1	07-Q2	07-Q3	07-Q4	08-Q1	08-Q2
Goal A: Support employers in developing travel option programs that improve worksite access and reduce single occupant vehicle travel.											
A.1	Define scope of services available to employers through the Regional Commuter Services Program.										
A.2	Develop materials on all travel options and services (brochures, posters, case studies, newsletter)										
A.3	Train outreach staff to develop a consistent message about travel options and to direct employers towards development of tailored travel options plans.										

TABLE: Business Plan Tasks by Goal and Quarter (continued)

Task	Task Description	06-Q1	06-Q2	06-Q3	06-Q4	07-Q1	07-Q2	07-Q3	07-Q4	08-Q1	08-Q2
Goal B: Strengthen inter-regional ridesharing through enhanced carpooling and vanpooling services.											
B.1	Launch Regional Vanpool Program service										
B.2	Launch Vanpool Partners referral/incentive program										
B.3	Increase size of ridematching database by focusing all regional ridematching through a single system										
B.4	Develop annual promotional campaign to promote use of ridematch system										
Goal C: Build strong partnerships for service delivery and program coordination while maintaining localized outreach where available – brand as a one-stop shop.											
C.1	Identify existing partners/components of one stop shop to be delivered through Regional Commuter Services Program and also identify gaps in service delivery.										
C.2	Work with marketing consultant to identify branding opportunities such as a unified number, one primary URL, marketing messages, etc.										
C.3	Develop One Stop shop for the Regional Commuter Services Program (develop, administer, launch, promote, evaluate)										
Goal D: Complement transit alternatives, where appropriate, through active promotion of support services and avoiding the creation of competing alternatives.											
D.1	Work with TriMet and SMART to provide outreach on transit in all markets and to provide support for high potential transit areas.										
D.2	Develop ridership market for new or underutilized routes.										
D.3	Support transit feeder / incubator service										

TABLE: Business Plan Tasks by Goal and Quarter (continued)

Task	Task Description	06-Q1	06-Q2	06-Q3	06-Q4	07-Q1	07-Q2	07-Q3	07-Q4	08-Q1	08-Q2
Goal E: an environment where innovation and new technologies are applied in services and communication.											
E.1	Define specifications for system (interactive TDM web-based software including ridematching) needs to meet the needs of the RTO Subcommittee and Strategic Partners and issue RFP										
E.2	Improve existing website by adding greater depth of knowledge and create more interactive functionalities.										
E.3	Develop and launch enhanced technology TDM system containing such elements as ridematch, carpool/vanpool data, and incentive tracking										
E.4	Explore application of innovations such as 511 and Intelligent Systems for travel options.										
E.5	Encourage innovation in outreach partners through performance driven funding										
Goal F: Monitor and evaluate services based on bottom-line cost per vehicle mile traveled reduced and other similar quantifiable community benefits.											
F.1	Develop methodology and refine indicators of success										
F.2	Develop and implement realistic objectives/targets for Services and Outreach.										
F.3	Develop tools for tracking and reporting performance										
F.4	Work with other TDM providers to identify and implement standard and consistent data collection methods for measuring program effectiveness										
F.5	Issue annual report to share results and increase awareness										
F.6	Conduct on going and consistent data collection and tracking (could include "state of the commute" survey Annual-biannual basis)										

Note: [redacted] and Green indicates an On-going Task

Year 1 - 2005/2006

The first year of the program is focused on developing programs, products and partner relationships. It is likely to involve a significant amount of time moving toward launch of a regional program. This launch will be followed by the development and launch of a variety of Services including vanpooling and marketing.

3rd and 4th Quarter 2005

It is expected that during the later half of 2005 work will continue on pre-planning the launch of a Regional Commuter Services Program. This will include direct staffing agreements with Metro, fine tuning the Business Plan and gaining regional consensus. As such program goals are slated to begin activities in early 2006. If circumstances are favorable, this timeline can be moved forward into 4th Quarter 2005.

1st Quarter - 2006

Goal A – Support employers in developing travel option programs that improve worksite access and reduce single occupant vehicle travel.

Task A.1: Define scope of services available to employers through Regional Commuter Services Program.

Description: The focus of this objective is to develop a scope of work for employer outreach. This will entail clearly identifying type of services available to employers and providing guidelines on tools that will assist outreach staff in working with employers. Under this task territories for employer outreach will be established and potential markets will be prioritized. A clear structure should also be developed so employers have one point of contact and get assistance without confusion.

Actions:
Develop list and description of services available to employers and gain consensus
Identify tools/training for assisting outreach staff in prospecting employers, potential employers or programs and for growing existing programs

1) Develop target markets based on territories and potential for implementing travel options. Utilize research presented in this study to guide vanpool market identification.
2) Determine optimum modes based on availability of service, demographics, and other psychographics to the degree available..
3) Identify clear point of contact for employers.

Goal B – Strengthen inter-regional ridesharing through enhanced carpooling and vanpooling services.

Task B.1 Launch Regional Vanpool Program.

Description: With disparate rates, individual program development, and no back end mechanism for affecting the overall pricing structure of vanpooling, it is in the best interest of the region to develop and launch a regional vanpool program based on the brokerage model. This concept will enable competitive market rates on a regional scale without significant upfront capital outlay. This program will be designed to be a valuable resource program for areas underserved by transit. It will be clearly part of the Regional Commuter Services Program but flexible enough to enable local implementation by Outreach partners.

Actions:

1) Develop program specifications and issue Request for Proposals.
2) Award one or more contracts to provide vanpool services.
3) Formalize and publish Fare Schedule for the region.
4) Launch and maintain via the Regional Commuter Services Program, a regional Vanpool Program.

Goal B – Strengthen inter-regional ridesharing through enhanced carpooling and vanpooling services.

Task B.2 Launch Vanpool Partners referral/incentive program.

Description: In an effort to encourage vanpooling, a referral based incentive program should be developed, launched and maintained. This program will provide direct incentives to registered partner organizations that form vanpools. Additionally, this program will provide direct referral bonuses to individuals or registered partner organizations. This combination of group and individual incentives will provide motivation to get new vans on the road and keep them full.

Actions:

1) Develop organization partner registration process, including determining whether For Profit organizations will be eligible to receive payment.
2) Develop and gain Metro approval for non-standard invoicing and payment process.
3) Procure vendor for Visa or MasterCard gift cards for individual (non-partner) referrals.
4) Develop individual referral request and validation process.
5) Support Vanpool Program with Regional Commuter Services Program managed Vanpool Partners program.

Goal C – Build strong partnerships for service delivery and program coordination while maintaining localized outreach where available – brand as a one-stop shop.

Task C.1: Identify existing partners/components of the one-stop-shop to be delivered through the Regional Commuter Services Program and also identify gaps in service delivery.

Description: The focus of this objective is to identify how and by which partner services will be delivered through the Regional Commuter Services Program. This will require developing an organizational chart with documentation of responsibilities, processes for interaction within areas of expertise and points of contact. The one-stop-shop should appear seamless to the consumer and the structure developed under this task should clearly reflect that philosophy.

Actions:

1) Identify list of partners, staffing level and areas of expertise.
2) Compare list with menu of services/travel options.
3) Determine gaps in delivery of services to employers, employees, commuters.
4) Determine structure for eliminating gaps through staffing, contractors, or identifying new regional partners.
5) Develop program schematic identifying responsibilities, structure, areas of overlap, initial point of contact (s), accountability as identified for Regional Commuter Services Program.

Goal D – Complement transit alternatives, where appropriate, through active promotion of support services and avoiding the creation of competing alternatives.

Task D.1 Work with TriMet and SMART to provide outreach on transit in all markets and to provide support for high potential transit areas.

Description: The focus of this objective is to establish an ongoing relationship with transit partners. This relationship is founded on the principle that transit service is the preferred alterative and should be marketed as such when it is the best option for commuters. Outreach partners, such as TMAs, will promote transit in an effort to increase ridership. While in non-TMA, high transit priority areas, the Regional Commuter Services Program will support transit agencies as the principle outreach partner. This is an on-going objective

Actions:

1) Review and improve specific transit outreach tools such as employer pass programs.
2) Work with transit agencies to identify outreach training needs.
3) Identify high priority transit areas.
4) Promote transit as a primary TDM service.

Goal D – Complement transit alternatives, where appropriate, through active promotion of support services and avoid the creation of competing alternatives.

Task D.2 Develop ridership market for new or under utilized routes.

Description: The focus of this objective is to clarify the role of the TDM Program in relationship to transit. This will require identifying the hierarchy of High Occupancy Vehicle travel and commitment to developing stronger transit markets.

Actions:

1) Gain consensus on principle that carpools can grow to vanpool, which can ultimately create a market for transit.
2) Continually scan the HOV market based on known carpool and vanpools to identify potential transit opportunities.

Goal D – Complement transit alternatives, where appropriate, through active promotion of support services and avoiding the creation of competing alternatives.

Task D.3 Support transit feeder / incubator service.

Description: The purpose of this objective is to ensure maximum utilization of transportation system. This will require the establishment of a process for developing incubator service, such as under utilized vanpool vehicles. Additionally, this will establish protocol for making recommendations regarding transition of service to regular transit.

Actions:

1) Identify costs and programmatic elements of feeder shuttle program.
2) Identify criteria and fiscal responsibilities related to new service startup.
3) Work with transit agencies to identify process for petitioning to transition incubator service to regular service.
4) Make service available via outreach partners.

2nd Quarter - 2006

Goal A – Support employers in developing travel option programs that improve worksite access and reduce single occupant vehicle travel.

Task A.2: Train outreach staff and partners to market a consistent message about travel options and to direct employers toward development of tailored travel options plans.

Description: The focus of this objective is to ensure that outreach staff and partners are well versed in describing the Regional Commuter Services Program to employers. Outreach efforts, irrespective of agency, should appear as operating under one program. Partners and staff should be cross trained to have enough knowledge of all travel options so that employers can be encouraged to make options available as appropriate. Additionally, partners and staff should be able to direct employers to specific modal and programmatic "experts" as needed. The initial phase of training will focus on improving outreach partner and staff's general knowledge of all modes, agencies, programs and appropriate contacts. Training conducted in subsequent years could offer more detailed information on use of new marketing tools and products as they become available.

Actions:

1) Develop general training program for outreach staff.
2) Integrate into the training program existing service area experts.
3) Integrate role playing into training program.
4) Clearly communicate to all outreach staff processes for integration of services and use of experts.

5) Ensure that staff is trained on use of new collaterals, tools, website functionalities as those are developed.

Goal B – Strengthen inter-regional ridesharing through enhanced carpooling and vanpooling services.

Task B.3 Increase the size of ridematching database by focusing all regional ridematching through a single system.

Description: With the specific objective of increasing the size of the regional ridematching database, it is recognized that rideshare matching is most appropriately housed under the authority of the Regional Commuter Services Program. The available systems, CarpoolMatchNW.org and the Mid-Valley Rideshare system are currently under the responsibility of the City of Portland and City of Salem/Mid-Valley Rideshare respectively, and should be transitioned to a single regional system. This is an interim measure, in preparation for investigating ultimate system needs. There are questions about hosting and map engine ownership which may lead to a partnership or other solution.

Actions:

1) Investigate Technical Specifications documentation regarding CarpoolMatchNW.org and Mid-Valley rideshare system.
2) Engage Metro Information Technology and Systems team.
3) Engage Mid-Valley Rideshare and City of Portland in conversation about use and/or transition of intellectual property.
4) If necessary, make a choice about hosting and interim partnership.
5) Notify database users.
6) Transition system(s), relationships, and/or responsibility for system(s).
7) Focus all opportunities for ridematching in the region through this system.

Goal C – Build strong partnerships for service delivery and program coordination while maintaining localized outreach where available – brand as a one-stop-shop.

Task C.2: Work with marketing contractor to identify branding opportunities such as a general website (with links to other websites), a general standard phone number, and in develop marketing messages for the target markets.

Description: The Regional Commuter Services Program needs to be branded as a one-stop-shop for employers, employees and commuters. This branding will need to be coordinated with the marketing contractor to develop one general information number, website, and other materials and communication /marketing tools that allow for local and regional partners to work together as one entity to the general public.

Actions:

1) Communicate with marketing contractor as the internal structure and scope of services are developed for the Regional Commuter Services Program.
2) Identify opportunities for branding the one-stop-shop by reviewing some examples of peer cities with marketing contractor.
3) Develop a consistent message for the public on the Regional Commuter Services Program services.
4) Ensure regional partners buy-off on branding messages, website, name, etc.

Goal F – Monitor and evaluate services based on bottom-line cost per vehicle mile traveled reduced and other similar quantifiable community benefits.

Task F.1: Develop methodology and refine indicators of success for program monitoring and evaluation.

Description: The overall purpose of the evaluation process is to provide timely, useful, and meaningful information on program activities and performance, information that can be used by program staff and other decision-makers to guide future decisions about program direction and resource allocation. The Commuter Services Program's success hinges on the ability to measure and report specific modal based accomplishments to partners, clients, and funders as a means of proving the value and relevance of both each individual TDM strategy and the comprehensive marketing and delivery of all strategies for the region.

Actions:

1) Assign staff or hire contractor to develop methodology for evaluation and program monitoring.
2) Define indicators for success based on awareness, participation, satisfaction and impacts. (Refer to Monitoring and Evaluation section for details on proposed scheme.)
3) Gain consensus on "what are we measuring?".

Year 2 - 2006/2007

Year 2 is planned to be a very involved year. It will include development of new resources, major visual product launches, and most importantly a move towards a performance based program.

3rd Quarter - 2006

Goal A – Support employers in developing travel option programs that improve worksite access and reduce single occupant vehicle travel.

Task A.3: Develop materials on all travel options and services (brochures, posters, case studies, newsletters, e-newsletter, etc).

Description: The main objective of this task is to identify and develop marketing materials that are tailored to the Regional Commuter Services Program and its menu of services. This will include not only general brochures that are developed for program services, but also case studies, testimonials, implementation kits and tools, and other marketing and educational materials that facilitate program implementation.

Actions:

1) Review existing materials (or text) to determine if any can be used or modified for the Regional Commuter Services Program.
2) Based on list of approved services and travel options, identify supplemental materials to be developed.
3) Identify family of materials to be developed by services or travel options (common look and common pieces- i.e. brochure, FAQ sheet, case studies for each option).
4) Develop text and necessary graphics.
5) Develop schedule for development of pieces.
6) Print, educate outreach partners and staff on use of materials..

Goal C – Build strong partnerships for service delivery and program coordination while maintaining localized outreach where available – brand as a one-stop shop.

Task C.3: Develop a one stop shop for the Regional Commuter Services Program.

Description: The main objective of this task is to administer the development, launch, marketing, implementation and evaluation of the Regional Commuter Services Program. Many of the prior tasks such as development of services and materials are precursors to this task.

Administration includes not only the provision of staffing, office space, equipment and supplies but also maintaining the operability of the organization. However, more attention will need to be given to administration in the preplanning phase during the first year than in subsequent years of operation. A key function of this objective is to increase employer participation and awareness. It is assumed that the one stop shop will be launched to the public by the 1st quarter of 2007.

Actions:

1) Secure Director/Manager for program.
2) Implement adopted three year business plan.
3) Oversee program implementation, marketing, training and evaluation.
4) Work with strategic partners.
5) Report to the RTO Subcommittee and JPACT.

Goal E – Support an environment where innovation and new technologies are applied in services and communication.

Task E.1 Define specifications for system (interactive TDM web-based software including ridematching) needs to meet the needs of the RTO Subcommittee and Strategic Partners and issue RFP.

Description: Through this task, understand the needs and potential needs of known partners to develop a new TDM system. This will include ridematching needs, vanpooling program needs, incentive tracking and multiple layers of partner data needs. Finally, based on data and resources make decision on system direction. This task does not take the place of an interactive program website. As program sites are more flexible resources with regular and timely updating, it is likely that an interactive TDM tool may be a less flexible resource that is integrated with the program website.

Actions:

1) Convene Ad Hoc Sub Committee on Technology for the RTO Subcommittee and Strategic Partners to provide input into system expectations.
2) Develop non-technical system description based on needs and gain consensus on proceed or halt action.
3) Develop technical specifications document.
4) Issue non-binding RFP.
5) Conduct cost analysis and make decision.

Goal F – Monitor and evaluate services based on bottom-line cost per vehicle mile traveled reduced and other similar quantifiable community benefits.

Task F.2: Develop and implement realistic objectives/targets for services and outreach.

Description: Focus outreach activities on those areas of outreach most likely to achieve quantifiable success. Review existing baseline information to set goals that incrementally build up and are reachable for the region.

Actions:

1) Review existing data on program effectiveness.
2) Review goals for peer city programs.
3) Craft goals that are realistic based on maturation of the program (years-3).
4) Work with strategic partners to gain consensus on targets.
5) Report to the RTO Subcommittee and JPACT on objectives/targets for next three years.

Goal F – Monitor and evaluate services based on bottom-line cost per vehicle mile traveled reduced and other similar quantifiable community benefits.

Task F.5: Issue annual report to share results and increase awareness

Description: On an annual basis, a consistent report needs to be compiled that identifies the program's progress in meeting goals/objectives, placements, awareness, impacts and challenges. The first annual report will mainly report on design and launch of the one stop

shop, with some emphasis on numeric goals reached. The subsequent annual reports will be based on a consistent reporting template tied to evaluation and tracking tools.

Actions:

1) Develop annual report for year one of plan based on developing operations of the Regional Commuter Services Program and reaching both overall programmatic and specific modal (i.e. vanpool) goals/targets.
2) Develop template for annual reports (years 2 and on) that ties to tracking and monitoring methodology and tools.
3) Develop annual reports.
4) Report to the RTO Subcommittee and JPACT on goals reached and challenges.
5) Modify goals based on results of annual report.

4th Quarter - 2006

Goal E – Support an environment where innovation and new technologies are applied in services and communication.

Task E.2 Improve existing website by adding greater depth of knowledge and create more interactive functionalities.

Description: Consumers in the Portland metropolitan area are wired and frequent users of technology. As such electronic resources for the program need to be fresh, deep, and interactive. Currently, the available website is light on content and relies on one-way communication (pull data and files from site). To grow awareness, this resource must evolve to meet consumer needs. This need is in addition to the ridematch/integrated TDM system under exploration through E.1.

Actions:

1) Develop non-technical site architecture, answering the question: "what do you want the site to provide?".
2) Develop site technical architecture.
3) Develop site and have tested by the RTO Subcommittee.
4) Launch site.
5) Update text weekly and Update functionality at least annually;

Goal E – Support an environment where innovation and new technologies are applied in services and communication.

Task E.3 Develop and launch enhanced technology TDM system containing such elements as ridematch, carpool/vanpool data, and incentive tracking.

Description: Based on a decision during task E.1 to proceed, this objective will be development, testing and launch of the first phase of a new TDM system.
Actions:

1) Award Contract.
2) Work with vendor to revise Technical Specifications.
3) Develop system and test.
4) Launch system.

Goal F – Monitor and evaluate services based on bottom-line cost per vehicle mile traveled reduced and other similar quantifiable community benefits.

Task F.3: Develop tools for tracking and reporting performance.

Description: The objective of this task is to develop tools that track performance as identified in task F.1 (evaluation methodology) and F.5 (annual reports). These tools will include on-line and in person surveys, interviews, focus groups, and general program tracking forms.
Actions:

1) Review tools used by peer cities.
2) Develop and pretest tracking and survey instruments.
3) Implement tools.

Goal F – Monitor and evaluate services based on bottom-line cost per vehicle mile traveled reduced and other similar quantifiable community benefits.

Task F.4: Work with other service providers to identify and implement standard and consistent data collection methods for measuring effectiveness.

Description: Work with TMAs, TriMet, SMART, City of Portland and other contractors to collect standardized information on program effectiveness that can be integrated into annual reports.

Actions:

1) Review existing reporting procedures.
2) Modify reporting procedures to match new umbrella program.
3) If possible, automate reporting procedures top facilitate data collection and reporting.

1st Quarter - 2007

Goal F – Monitor and evaluate services based on bottom-line cost per vehicle mile traveled reduced and other similar quantifiable community benefits.

Task F.6: Conduct on-going and consistent data collection and tracking.

Description: The main objective of this task is to create an on-going system for the collection of tracking information. This information will be collected from a variety of sources such as Metro, TriMet, TMAs, general population, employers, and outreach staff. The data should generally be compiled quarterly. The annual report shows results on a yearly basis and must be shared with JPACT and the RTO. A baseline "State of the Commute Survey" will provide

insight as to adoption of and the potential for travel options. Every year, or on a bi-annual basis, the survey could demonstrate regional changes in travel behavior.

Actions:

1) Collect data on a quarterly basis.
2) Investigate automating reporting procedures top facilitate data collection and reporting.
3) Conduct State of Commute Surveys annually or biannually.
4) Share results with JPACT, the RTO Subcommittee, and the general public.

Year 3 - 2007/2008

This year is not characterized by significant Business Plan Goals and Tasks. The year will focus on finalizing startup mode and transitioning into maintenance and new program development.

3rd Quarter - 2007

Goal B – Strengthen inter-regional ridesharing through enhanced carpooling and vanpooling services.

Task B.4 Develop annual promotional campaign to promote use of ridematch system.

Description: In an effort to increase the population of the ridematch system while growing carpool and vanpool participation, a focused promotional campaign should be developed. This campaign will be based on entries into the system and the action of pulling a ridematch map. Furthermore, major prizes should only be awarded to individuals that have begun ridesharing or increase the number of occupants in a current rideshare situation. This has proven to be a very successful concept for other regional ridematch systems.

Actions:

1) Define length and dates of promotion.
2) Develop theme.
3) Develop promotion rules and have reviewed by Legal Counsel.
4) Have graphic design work completed to meet theme.
5) Secure prizes (donation and/or purchase).
6) Train outreach partners and staff.
7) Launch promotion annually during late summer.

Goal E – Support an environment where innovation and new technologies are applied in services and communication.

Task E.4 Explore application of innovations such as 511 and Intelligent Systems for travel options.

Description: Continue the process of looking outward for new and evolving technologies that could benefit the transportation system. Each tool that enables better or more efficient use of the transportation system is a benefit to the region. With the greatest customer contact and interest in managing demand, the Regional Commuter Services Program should continue to innovate and explore new technology.

Actions:

1) Continually scan the environment for new ideas.
2) Query customers via electronic survey.
3) Develop at least one new concept each year to "pitch" to regional leaders.

Goal E – Support an environment where innovation and new technologies are applied in services and communication.

Task E.5 Encourage innovation in outreach partners through performance driven funding.

Description: With elected officials and communities alike moving towards measuring results and continually evaluating progress, funding of outreach partners should follow suit. In previous agreements, partners have received set amounts based on various criteria. New determinants and factors should be used including market size and performance to ensure equity and emphasize results.

With this transition, a base fund should be distributed to outreach partners which will amount to 70% of available funds. The remaining 30% will be available under a results or performance model (e.g. deliver more non-SOV commuters and receive more funding). Funding will be tied to the accomplishment of specific outcome based goals developed by the outreach partner and approved by the RTO Subcommittee.

Performance Based Funding Example
Washington's CTR Performance Grants. This program, while not an exact match, is a grant based program funded with an underlying goal of supporting programs that reduce SOV travel within the State. Project implementation partners receive funding to implement innovative trip reduction programs. The following funding scenario occurs:

Start-Up Funds – 50% of program request provided for start-up
Performance Funding – Up to 50% of program request based on results (i.e. the number of annual VMT trips reduced)
Incentive funding – Up to 20% based on exceeding program goals

Market Size:
Basic funding should be an equitable distribution for partners committing to provide a minimum determined level of service. The distribution mechanism should be based on an equitable metric related to the Regional Commuter Services Program's objectives such as number of employers and commuters. Furthermore, this funding should not be the organization's only source of revenues as the goal is to support existing efforts and promote partnerships.

Actions:

1) Establish base funding criteria including who is eligible and what is the economic driver and gain consensus.

2) Establish performance model for supplemental funding.
3) Develop standardize reporting tools.
4) Issue base funds for outreach partners.
5) Issue performance funds for outreach partners.
6) Evaluate program annually with a view on increasing the performance related funds.

Budget Program 2007-2008

Program	2007/2008	Notes
Regional Commuter Services Program		
Evaluation and Tracking		
Staff (1.0 FTE)	$84,000	1.0 FTE Contracts and Performance Measurement Administrator
Contractor	$100,000	Evaluation and tracking tool development, integration with all program elements and implementation
Operational expenses	$25,200	New program expenses calculated at 10% of Staff costs. Does not assume any facility expenses
TDM Support Programs and Activities	$100,000	Support variety of projects, programs and administrative support for non-rideshare TDM Activities (i.e. telework, flextime)
Rideshare System	$60,000	Rideshare system with City of Portland (05-06). Workplan calls for transition to new home.
Staff (1.0 FTE) Program Manager	$112,000	Personnel to administer the rideshare program or flexible for contractor
Staff (1.0 FTE)	$56,000	Outreach and Administration Coordinator
Regional Commuter Services Program Total	*$537,200*	
Outreach		
SMART	$0	Current allocation
TMA's	$0	Current allocation
Tri-Met	$0	Current allocation
Marketing resources	$60,000	Ongoing marketing resources at 5% of total budget could increase based on planning
TMA's, SMART, TriMet, Other (combined)	$200,000	Combined outreach fund based on 70% guarantee and 30% performance based distribution. Should be calibrated by market size.
Prioritized / Underserved Markets	$100,000	Program driven supplemental Outreach targeted at specific priority markets
Outreach Program Total	*$360,000*	
Vanpool		
Vanpool Agreement Cost	$184,577	30% of estimated fleet contract costs based on projected growth
Vanpool Partners-Vanpools	$13,500	Vanpool Partner - Vanpools program costs based on projected growth
Vanpool Partners-Individual	$5,500	Vanpool Partner - Individual program costs based on annual maximum
Vanpool Program Total	*$203,577*	
Vanpool Contingency Fund	$99,223	Special Contingency Fund based on 165,000 vanpool program costs 2006/2007, and 1.2M total program cost 2007/2009. It is reccommended that a special fund be created to hold year end account balances until contingency fund is equal to one year's estimated vanpool agreement costs as a risk management tool.
Program Total	**$1,200,000**	

Note: Budget is based on existing budget information

MONITORING AND EVALUATION

The overall purpose of an evaluation process is to provide timely, useful, and meaningful information on program activities and performance, information that can be used by program staff and other decision-makers to guide future decisions about program direction and resource allocation. The TDM Program's success hinges on the ability to measure and report accomplishments to partners, clients, and funders as a means of proving the value and relevance of TDM strategies for the region.

Metro should adopt an evaluation plan that both provides survey research to guide marketing and outreach efforts as well as measurement and tracking research to determine of the effectiveness of all TDM Program elements. Metro can utilize new computerized tools for tracking program performance, developing a consistent evaluation and reporting methodology. This tracking tool should be integrated with the selected rideshare matching service in order to leverage resources. Furthermore, Metro should develop measurement tools, distribute to outreach partners and funding recipients and institute a performance based measurement reporting plan.

Efforts to translate "TDM Talk" into policy, land-use and transportation planning talk should be prioritized. Stating accomplishments in a digestible and recognizable format to decision makers will assist in sharing the TDM story and securing additional support and funding. Metro should provide the RTO Subcommittee data and information for them to report to a variety of groups including;

- Metro Council Members, JPACT, TPAC and other regional policy-makers on program effectiveness in contributing to attainment of regional transportation, air quality, mobility, and accessibility goals.
- Program Funders: share the relative effectiveness and cost effectiveness of program services.
- Program Partners: describe operation and performance of program services and identify potential enhancements to increase program effectiveness and efficiency.
- Employers and Commuters: provide information on the collective, regional impacts of individual participation. Evaluation information can also be useful in showing employers the types of trip reduction strategies that may be most cost effective.

Specific evaluation principles to consider include:[3]

- **Track both activities and impacts.** Activities represent the inputs to the program, while impacts reflect the outcomes or results of the program. It is necessary to have accurate information about both to define program effectiveness and support decisions on future program direction.
- Conduct evaluation in an **objective, rigorous** manner, using neutral, third-party evaluators.
- Utilize evaluation approaches that are **consistent with best practices** in the TDM industry, using recognized data collection and analysis techniques, to ensure their acceptance within and outside of the Denver metropolitan region.
- Establish **measurable objectives for individual program services** to define clear expectations for each program service and to use as a program tracking tool.

[3] Source: DRCOG Business Plan, 2002, UrbanTrans Consultants and Lori Diggins and Associates

- Whenever possible, define **common, quantitative impact measures** for program services to allow for comparisons among services and between program services and other strategies that could be implemented to address congestion and air quality concerns. Such measures could include, for example: number of commuters participating, commuters placed in alternative modes after using the service, and VMT reduced by placed commuters.
- **Accurately document impacts and benefits** generated by the rideshare program. Minimize the use of assumptions and non-empirical factors through the collection of data from local sources and user populations.
- Separate the impacts of various program services to **avoid double counting benefits.** For example, carpools might be formed as a joint result of enhanced employer outreach and GRH program benefits. These impacts must either be wholly credited to one of the two services or divided between the services.
- Recognize and try to address **possible impacts of exogenous factors.** Travel decisions are influenced by the extent of congestion, economic factors, fuel prices, and other factors, in addition to the availability of program services. User surveys must carefully query commuters who shift to commute alternatives to define the relative importance of program services in influencing and assisting their mode choices.

EVALUATION REPORTING

- Produce evaluation results on a **timely schedule** to inform resource allocation decision-making.
- Ensure that evaluation results are **understandable and meaningful** to program staff and other interested parties. This means presenting results in a straightforward manner and in terms that reflect regional and staff expectations for the program and that allow relative assessments of program components.
- Allow for **periodic activity reporting** as a program management tool. While impact assessment is an important component of the evaluation, the process must also provide information to direct and enhance day-to-day program operation.

Measuring Performance: Performance measures are indicators of a program's success; how well the program is meeting its goals. Metro should integrate performance measure expectations into funding allocations, develop measurement tools and coordinate collection and tracking of all programs and services.

Four categories of measures are defined:

Awareness – measures of target markets' (primarily commuters and employers) exposure to and awareness of program services directed to them

Participation – measures of target markets' participation in services that will facilitate use of alternative modes (commuters) or development of worksite programs (employers)

Satisfaction – measures of commuters' and employers' satisfaction with program services

Program impacts – measures of commuters' trial and continued shifts to alternative modes with Metro's assistance and the contribution of program services to meeting regional travel and air quality goals

The last category of measures, **Program Impacts**, is the ultimate goal of the program; to reduce vehicle trips, VMT, and emissions. But generating impacts is simply the final step in a performance measure "continuum" that tracks three other levels of results, each step important to generating final results. The first three categories of measures, **Awareness, Participation, and Satisfaction,** are important precursors to impacts. They document trends in target populations' understanding and acceptance of alternative modes and alternative mode services and awareness and participation in the program services offered by the TDM Program. These measures are useful for tracking the day-to-day operations, including resource allocation and operating efficiency, and identifying areas for program improvements. Some of the measures also are inputs needed to calculate Performance Impact measures. Measures in each category are described below.

It is important to develop a system whereby all outreach partners track and report various program activities, such as advertising and outreach activities and number of on-site promotions at worksites. Although these are "activity measures," rather than performance measures, these data are necessary to define the level of outreach and education necessary to increase awareness, participation, satisfaction, and generate impacts. Examples of activity tracking measures are provided following the lists of performance measures.

Awareness measures: These measures are important for Metro to consider once the Regional Commuter Services Program is branded, marketed and running.

a) Percentage of commuting population aware of Regional Commuter Services Program services
b) Percentage of commuting population aware of how to reach program (e.g., 800 number, website)
c) Number of commuters directly exposed to program information by direct outreach efforts (e.g., approximate attendance at transportation fairs, direct mail distribution)
d) Percentage of information requests received through various referral sources
e) Percentage of regional commuters who currently use alternative modes for commuting
f) Percentage of regional commuters who would be willing to try alternative modes for commuting
g) Percentage of regional employers that are aware of regional TDM services

Participation measures: Participation measures can be prioritized by Metro during the first year of operating the TDM Program.

Commuters

a) Number of commuter requests for various services offered/supported by Metro (e.g., ridematching, GRH, Vanpool, TriMet referrals, SMART referrals, and specific regional campaigns)
b) Number of vanpool participants
c) Number of ridematch applicants and number per 1,000 commuters
d) Percentage of applicants who use ridematch information sent to them (e.g., call commuters listed on ridematch letter)

Employers

a) Number of employer requests for information and assistance (general assistance, telework, on-site events, marketing and promotions)
b) Number of employer clients participating in all TDM services and programs
c) Number of regional employers implementing worksite TDM services

Satisfaction measures

Commuters

a) Percentage of users who rate various program services as "excellent" or "very good" overall
b) Percentage of users who request improvements in program services
c) Percentage of ridematch applicants who receive ridematches (ie, who can be matched)
d) Commuter ratings on service quality features (eg, time to obtain assistance, convenience of service access/availability, accuracy/quality of information provided)

Employers

a) Percentage of employer that rate various TDM services as "excellent" or "very good" overall
b) Employer ratings on service quality features (e.g., time to obtain assistance, usefulness of information and products provided, knowledge and expertise of outreach staff)

Program impact measures: These measurements will speak loudest to policy and decision makers and should be prioritized by Metro.

a) Applicant placement rate and placements – percentage and number of applicants placed in rideshare modes after receiving customer service assistance from any TDM broker services or information (continued and temporary/trial placements)
b) Average vehicle trips reduced per placement ("VTR factor")
c) Number of daily vehicle trips reduced by commuters who received Metro TDM Program services
d) Number of daily VMT reduced by commuters who received Metro TDM Program services
e) Number of daily tons of emissions reduced by commuters who received Metro TDM Program services
f) Cost per unit of benefit (e.g., commuter placed in alternative mode, trip reduced, VMT reduced, tons of emission reduced)

Suggested Activity Tracking

a) Regional advertising placements and advertising exposure (market coverage)
b) Press coverage (e.g., press releases produced, media articles written)
c) Direct mail pieces produced and distribution size/scope
d) Outreach activities conducted (e.g., worksite promotions, participation in community events)
e) Website hits and follow up with employers to track use of information
f) Outreach contacts with employers (e.g., calls, visits, direct mail, group presentations)

The following chart outlines a recommended Evaluation Plan for Metro. All responsible parties will provide reports to Metro along the timeline suggested.

EVALUATION DATA ELEMENTS				
TDM Program Service	**Evaluation Activity/Tool**	**Data Elements**	**Responsible Party**	**Timing**
Ridematching	Ridematch Applications	Number of applicants, mode at time of entry, location of applicant	Metro	Monthly
	ERH Registrant Records	Number of employer clients, employer/worksite characteristics, worksite services implemented, employee mode split	TriMet, SMART	Monthly
	Ridematch Applicant Placement Survey	Current travel patterns, travel changes made since receiving information, prior travel patterns, use of and satisfaction with services	Metro	Annual
Vanpooling	Vanpool Program Records	Number of vanpools, number of vanpoolers, length of trip	Contract Vendor	Monthly
	NTD Data	Reporting of vanpool data to National Transit Database	Contract Vendor	Monthly
	Customer Service Calls Assistance	Number of inquiries, type of inquiry	TMAs, TriMet, SMART (all outreach partners)	Monthly
Specialized Assistance	Customer Service Calls Assistance	Number of inquiries, source of inquiry, type of inquiry	TMAs, TriMet, SMART (all outreach partners)	Monthly
	Telework Contact Records	Number of employer/info assistance requests, employers assisted, services provided, number of teleworkers at the worksites	Metro, Contractor	Monthly
	Variable Work Schedule Contact Records	Number of employer/info assistance requests, employers assisted, services provided, number of teleworkers at the worksites	Metro, Contractor	Monthly
	Employer Survey	Attitudes toward transportation issues, worksite programs implemented, knowledge of brand, customer service experience	Metro, Contractor	Annual Survey (complement ECO survey)
	Regional "State of the Commute" survey	Commute patterns, commuter awareness and attitudes toward commute alternatives, awareness of Metro services	Metro, Contractor	Annual

EVALUATION DATA ELEMENTS				
TDM Program Service	**Evaluation Activity/Tool**	**Data Elements**	**Responsible Party**	**Timing**
Transit Program	Passes Sold	Number and type of passes sold, number of employees utilizing employer passes		Monthly
Marketing and Outreach	Include market impact questions on Employer Survey			
	Monthly activity reports	Number and types of inquiries, referrals, all monthly reporting items to funder	TMAs, TriMet, SMART (all outreach partners)	Monthly
	Incentive Based Tracking	Specific to incentive programs (i.e. vanpool formation, ridematching successes)	TMAs, TriMet, SMART (all outreach partners)	Monthly
	Annual Report	Report program accomplishments, cost/benefit of funding allocation	TMAs, TriMet, SMART (all outreach partners)	Annual

Appendix A: Glossary

Transportation Demand Management (TDM)[4]: "(also known as *Mobility Management*) is a general term for various strategies that increase transportation system efficiency. TDM treats mobility as a means to an end, rather than an end in itself, and so helps individuals and communities meet their transport needs in the most efficient way, which often reduces total vehicle traffic. TDM prioritizes travel based on the value and costs of each trip, giving higher value trips and lower cost modes priority over lower value, higher cost travel, when doing so increases overall system efficiency. It emphasizes the movement of people and goods, rather than motor vehicles, and so gives priority to public transit, ridesharing and non-motorized travel, particularly under congested urban conditions."

Ridesharing[5]: "refers to carpooling and vanpooling (the term is sometimes also applied to public transit, particularly commuter express bus). *Carpooling* uses participants' own automobiles. *Vanpooling* uses vans that are usually owned by an organization (such as a business, non-profit, or government agency) and made available specifically for commuting. Vanpooling is particularly suitable for longer commutes (10 miles or more each way)."

Carpool: Two or more people that commute to work together in their private vehicle.

Vanpool: A group of people that commute to work together in a van that is provided by an employer, transit agency, private company (i.e. vendor). Participants in the vanpool contribute to the overall cost of operating and maintaining the van.

Rideshare Program: A comprehensive program focused on the promotion and operation of carpool and vanpool within a specific area. A comprehensive program includes a carpool/vanpool matching system, emergency ride home program, vanpool operations and maintenance program, targeted marketing, and other support services.

Rideshare Markets: Refers to potential carpool and vanpool markets.

Vanpool Markets: Refers to specific potential vanpooling markets.

[4] Victoria Transport Policy Institute. (2005) Online TDM Encyclopedia. **Retrieved August 10, 2005, from http://www.vtpi.org/tdm/index.php#overview.**
[5] Ibid.

Appendix B:
Task A Baseline Research Technical Memorandum

Under Separate Cover

Appendix C
Task B: Market Research Technical Memorandum

Under Separate Cover

Appendix D
Vanpool-Specific Criteria Survey Results

Portland Vanpool-Specific Criteria Survey
Survey Results (N=9)

Q1. Please Enter the Jurisdiction you are affiliated with:
Q5. Please Enter Name, Phone Number, Email:

Question 1 and 5 left blank to honor anonymity.

Q2. Other than number of commuters or presence of transit, when ranking potential vanpool markets, what do you think the primary criteria should be? Please rank following criteria, 1 being the most important:

Criteria	Average Ranking
Interest within the community	5.2
Presence of a TMA (i.e. TMAs can assist with marketing vanpools)	5.9
Presence of interested employer(s)	2.8
Existence of a Vanpool program furthers long range Regional or Local Planning Goals	5.1
Interest from the local jurisdiction makes this market more feasible	5.9
Meets current evolving land use issues/needs	6.7
Primary employment activity center (strong destination market)	3
Strong and/or growing origin market area	6
Other Criteria:	
Employee interest,	
Financial Incentives	
Interested schools and students	
Addresses critical Bi-State transportation need	
Relieves I-5 bridge congestion	
Enables sprawl development	
Pre-tax for fares offered	
Availability of qualified drivers	

Q3. Twenty-nine potential vanpool markets were identified through data analysis. Each of these 29 markets feature a cluster of commuters and lengthy perceived transit travel time. <u>Please identify your top ten markets</u> with 1 being the highest priority. Please provide comments regarding your selection if desired.

Potential Vanpool Market	Comments:
Downtown Portland-US 30 to St. Helens Market Area800 Workers	until served by fixed route transit Vanpools shouldn\'t serve DT don\'t enable poor housing choices;
Downtown Portland-NE of 1-205/SR 500 Market Area700 Workers	low priority...served by bus/max connect to MAX
Downtown Portland-Sherwood Market Area1000 Workers	low priority...served by Frequent Service Transit tolls & FS busses
Downtown Portland-Wilsonville Market Area500 Workers	low priority...served by Express Transit; tolls & FS busses
Downtown Portland-Oregon City Market Area900 Workers	low priority...served by Frequent Service Transit; tolls & FS busses;
Beaverton-Cornelius/Forest Grove Market Area1300 Workers	depends on employment clusters; low priority...served by Frequent Service Transit Lg. numbers, but too short a travel distance
Beaverton-Sherwood and South Market Area1000 Workers	depends on employment clusters until fixed route transit in place; tolls & FS busses
Clackamas-NE ofI-205/SR 14 Market Area450 Workers	new 205 MAX will improve transit link
Clackamas-Beaverton Market Area500 Workers	low prioity...new 205 MAX coming
Clackamas-Canby Market Area300 Workers	low priority...too small
Clackamas-Molalla Market Area250 Workers	low priority...too small
Columbia Corridor-Salmon Creek Market Area500 Workers	key Bi-State travel shed
Columbia Corridor-Beaverton Market Area750 Workers	low priority...currently served by MAX

Top 10 Market Areas based on average ranking scores:

1.Downtown Portland-NE of 1-205/SR 500 Market Area700 Workers
2.Columbia Corridor-Salmon Creek Market Area500 Workers
3.Beaverton-Sherwood and South Market Area1000 Workers
4.Beaverton-Cornelius/Forest Grove Market Area1300 Workers
5.Columbia Corridor-Beaverton Market Area750 Workers
6.Columbia Corridor-Oregon City/WestLinn/Gladstone Market Area500 Workers
7.Downtown Portland-US 30 to St. Helens Market Area800 Workers
8.Clackamas-NE ofI-205/SR 14 Market Area450 Workers
9.Downtown Portland-Oregon City Market Area900 Workers
10.Rivergate-Outer SE Portland Market Area500 Workers

Q4. Please provide any additional comments or insights regarding selecting vanpool market criteria and prioritizing vanpool markets

- I don\'t feel qualified to complete this ranking. My two answers are based on concerns I hear from Washington commuters.
- Entirely depends on customer interest and employment clusters.
- None
- The worst pinch points for the regional transportation system are the two Columbia River Bridges. This is expected to worsen in the coming years with a new bridge 10-20 years away. Both I-5 and I-205 are key freight routes; providing vanpools helps reduce congestion impacts of SOVs on freight. Swan Island TMA will have 5 vanpools operating to/from Clark County by July 1 2005.
- Distance is the key. Also, industrial areas work well for vanpools because they tend to be far flung, have late operating hours, and often employ low income people who can\'t drive.
- Vanpools should be used primarily to save public dollars, NOT to reduce people\'s individual commute costs. Resources should be focused to reduce demand on expensive, maxed-out public infrastructure. If a widening project or a new bridge is being considered, vanpools, HOV lanes + small tolls can reduce demand for far less money than new infrastructure can be built.
- Serving Washington to Oregon commuters should be highest priority, but will need more cooperation from Washington side.
- There is a great potential, even among just State employees, for vanpools from all parts of Portland area to Salem. We serve destinations in Marion, Polk and Yamhill Counties primarily.

Appendix E:
Portland Employer Survey: ZIP Code Survey Results

Reporting of the employer survey results as a whole provides an interesting but limited overview of Portland Metro Region employer's interest in and delivery of alternative transportation programs and services. The majority of responses (over 50%) were provided by employers in the Downtown Portland area which skewed the analysis to favor Downtown Portland responses. Additionally, given the large geographic scope of the study as well as the fact that level and frequency of transit service and parking supply and costs impact an employers interest in alternative mode programs, a more telling analysis of the survey would provide employer responses by ZIP code. Thus, in an effort to better determine rideshare needs and concerns among employers, an additional level of analysis occurred. Selected survey questions were sorted by ZIP code and combined into ZIP code groupings as described in Figure 1. This analysis revealed additional details regarding potential target markets for vanpool and rideshare programs and services.

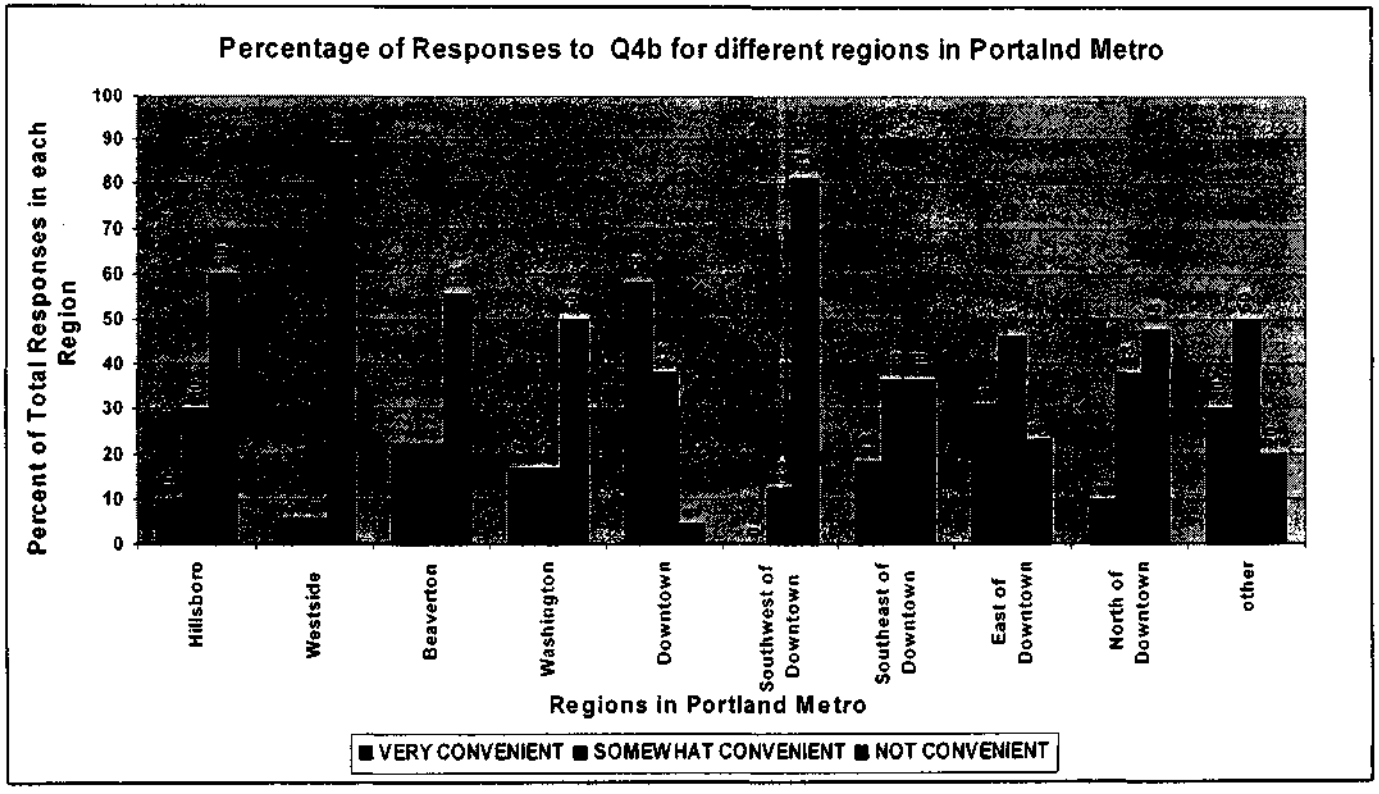
Figure 1

ZIP Code Region	Cities and Towns included within the ZIP Code Region
Hillsboro	Cornelius, Hillsboro, Rock Creek
Westside	Oak Hills, Aloha, Cedar Mill,
Beaverton	Beaverton, West slope, Cedar Hill, Raleigh Hill
Washington	Tigard, Metzger, Whitford
Downtown	Downtown Portland
Southwest of Downtown	Lake Oswego, Tualatin, Wilsonville, Butteville, Canby, River Grove
Southeast of Downtown	Clackamas, Oregon City, Sunny Side, Happy Valley, Milwaukee
East of Downtown	Gresham, Troutdale, Fairview, Maywood Park
North of Downtown	Columbia Corridor
Other	Vancouver, Hockinson, Sandy, Salem

ZIP Code Grouping Responses:

An analysis of employer responses by ZIP code groupings revealed limited access to transit service as well as a strong interest in vanpooling, carpool and/or vanpool matching services and an emergency ride home program. Question 4b in the survey asked employers how convenient it is for employees to use the bus and rail to commute to work. Ninety six percent of Downtown Portland employers responded that bus and rail were at least somewhat convenient to employees. Yet, 89 percent of employer respondents from the Westside, 81 percent from Southwest of Downtown and 60 percent of respondents from Hillsboro responded bus and rail were not convenient to employees. Areas reporting bus and rail as an inconvenient commute option for employees may be suitable for targeted vanpool and/or carpool programs and services. Figure 3 provides all responses to question 4b organized by ZIP code region.

Figure 3:

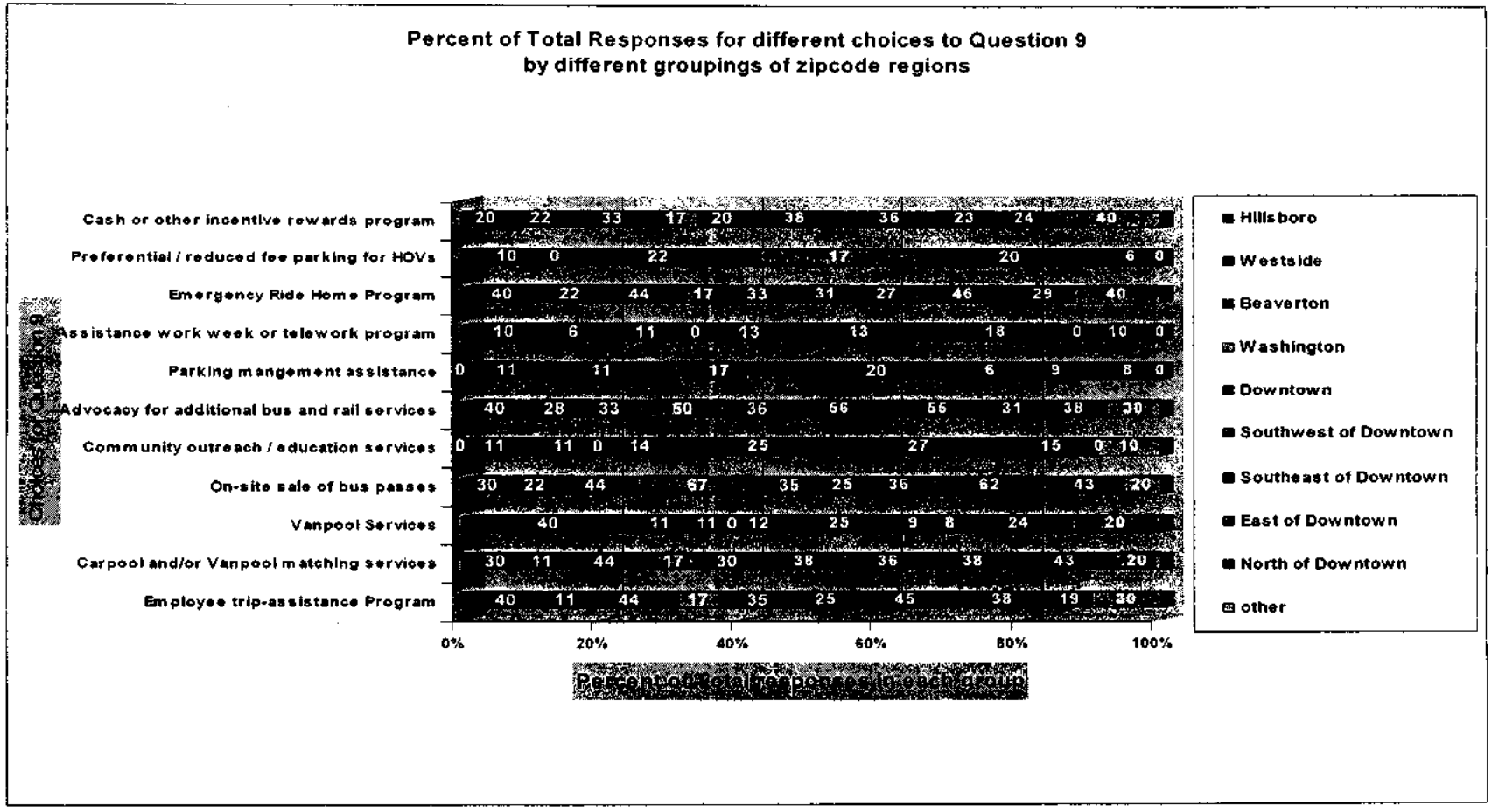


Not surprisingly, areas outside of Downtown Portland are more interested in transportation-related services than those in Downtown Portland. Strengthened rideshare programs and services are of high interest to Hillsboro, Beaverton, and communities north, south, east and west of Downtown Portland. Figure 4 provides employer responses when asked: "What type of transportation-related services would your company like to see continued and/or provided in the future?". Figure 5 details all responses by ZIP code.

Figure 4

Transportation Service	Area	Percent Interested
Vanpool	Hillsboro	40
	Southwest	25
	North of Downtown Portland	24
	East of Downtown	20
Carpool and/or Vanpool Matching Services	Beaverton	44
	North of Downtown	43
	Southwest of Downtown	38
	East of Downtown	38
	Southeast of Downtown	36
	Hillsboro	30
	Downtown	30
Emergency Ride Home Program	Hillsboro	40
	Beaverton	44
	Downtown Portland	33
	Southwest of Downtown	31
	East of Downtown	46
	North of Downtown	29
	Southeast of Downtown	27

Figure 5


Percent of Total Responses for different choices to Question 9
by different groupings of zipcode regions
Cash or other incentive rewards program
Preferential / reduced fee parking for HOVs
Emergency Ride Home Program
Assistance work week or telework program
Parking mangement assistance
Advocacy for additional bus and rail services
Community outreach / education services
On-site sale of bus passes
Vanpool Services
Carpool and/or Vanpool matching services
Employee trip-assistance Program
Choices for Question 9
0%
20%
40%
60%
80%
100%
Percent of Total Responses in each group
Hillsboro
Westside
Beaverton
Washington
Downtown
Southwest of Downtown
Southeast of Downtown
East of Downtown
North of Downtown
other

Appendix F
Stakeholder Interview List

1. JPACT Members: In person or phone

- Lynn Griffith, C-TRAN Executive Director
- Steve Dickey, Director, SMART Transit/Wilsonville and Arlene Loble, City of Wilsonville City Manager
- Tom Brian, Washington County Commissioner, fan of TDM
- Rod Park, Metro Councilor
- Sam Adams, Assumed future City of Portland Transportation Commissioner
- Sandy McDonough, Executive Director, Portland Business Association
- Rob Drake, City of Beaverton, Mayor
- Rex Burkholder, Metro Council District 5
- Matt Garrett, ODOT
- Stephanie Hallock, Oregon DEQ
- Fred Hansen, TriMet
- Bill Kennemer, Clackamas Board of Commissioners
- Steve Owen, Fairview City Council
- Lynn Peterson, Lynn Peterson Consulting
- Royce Pollard, Mayor of the City of Vancouver
- Roy Rogers, Washington County Board of Commissioners
- Maria Rojo de Steffey, Multnomah County Board of Commissioners
- Don Wagner, WSDOT

2. RTO Senior Managers
Phone Survey

- Martin Loring, ODOT
- Eileen Argentina, PDOT - City of Portland
- Andy Cotugno, Metro
- Kim Duncan, TriMet
- Robin Macarthur, ODOT- Region 1
- Tom Kloster, Metro

3. RTO Rideshare Subcommittee Members

Phone Survey

- Von Musser, TriMet,
- Jen Massa, SMART/Wilsonville, TDM Coordinator
- Louise Tippens, PDOT - City of Portland, Transportation Options, CarpoolMatchNW.org Coordinator
- Clay Thompson, TriMet Marketing Rep
- Derek Chisholm, Clark County TDM
- Jan Bowers, former C-TRAN staff
- Ronda Danielson, TriMet
- Dan Kaempff, ODOT

- Lenny Anderson, Swan Island TMA
- Bob Ransom, Mid-Valley Rideshare
- Christine Heycke, Transportation Planner TDM Coordinator, SMART/Wilsonville
- Rick Williams, Lloyd District TMA

3. TMAs

Written Survey

- Dan Aberg, Westside Transportation Alliance
- Kathy Everett, Gresham Downtown Dev. Assn.
- Diane McCeel, Troutdale Chamber of Commerce
- Wilda Parks, Clackamas TMA
- Allyson Thompson, Troutdale TMA

4. TC Focus Group (Invited)

- Erica Conrad, Standard Insurance TC
- Stan Brown, Portland VA Hospital TC
- Peter Hamilton, Lincoln High School Principal
- Vicki Laughlin, Harlan Financial Solutions
- Gayle Amen, PGE
- Linda Bainbridge, Nike
- Dave Panchot, Chair of SITMA Steering Committee Freightliner, Facilities Manager
- Karen Highfield, Chair of Swan Island Business Association Transportation Committee
- Larry Luck, Xerox
- Mark Gorman, Intel
- Dresden Skees-Gregory, PSU Sustainability Coordinator/Former Xerox TC

Appendix G
Stakeholder Interview Protocol

Introduction: Introduce ourselves, the purpose of the study, the stakeholder interview process and briefly review other key elements of the study.

Commuter and Employer Programs and Services

1. When considering commuter activities, how would you define the geographic boundaries of the area?

2. In your opinions what are the travel options for commuters and employers in the region?

3. Do you believe these options are valuable and/or important? Why? Why not?

4. In your experience, to what degree are commuters and/or employers aware of these options?
    - Is it easy for commuters and/or employers to get information regarding these options?

5. What is missing from the mix of options? (prompt them with specific TDM strategies)

Regional Infrastructure and Operations

6. What are some of the issues and challenges faced by the current regional rideshare arrangement?

7. What would be the ideal infrastructure for providing these services under one umbrella organization (such as an MPO i.e. DRCOG's or a county i.e. King County) which oversees all aspects of service delivery and funding?
    - What services should such an organization provide the region? (prompt for a variety of TDM strategies)
    - How should the efforts of such an organization be evaluated?
    - How would the organization be funded?

8. What are the organizational and political challenges with making such changes?

9. Knowing the players in the region, how can the transition process be designed to maximize consensus building?

10. What would be a logical timeline for such a transition?

11. What role would you like to see your organization play (advisory committee, house a program, local resource provision, etc.) in the process and future organization?

12. What is the best way to communicate the transition to the public and/or target audiences?

Appendix H
Stakeholder Interview Themes

The following provides an overview of stakeholder interview themes.

Vanpool Input:

- **Vanpools need to be sized to the market-** pricing is key, consider impact parking supply and cost has on potential ridership, employer subsidizing and employee paying a portion can assist in sustainability, incentives to start/continue, not free. What will the market bear to make this attractive?
- **Vans:** balance consumer program needs (consumer preference may be 7-8 passenger but costs may pull need for 15 passenger vans).

One-Central Regional Rideshare Program with Regional Reach (METRO or State)

- ⇨ Hire Vanpool vendor(s)- assign operations, maintenance of vans (marketing and outreach).
- ⇨ Internal staff: 1 FT administrator 1 FT marketing/outreach.
- ⇨ Develop regional vanpool/carpool brand: (I.e. CarpoolMatchNW.org).
- ⇨ Identify internal champion.
- ⇨ Local Outreach: Key partners with TMAs, Cities, Counties for localized outreach purposes (flavor outreach to various areas and communities). Provide funding for and leadership of outreach. Round Table Marketing and Outreach efforts- include all but one key leader. (This is particularly important to the Vancouver area.) TriMet fill gaps that aren't covered by TMAs.
- ⇨ Garner internal support for moving beyond jurisdiction boundaries to target riders at origin and/or destination point. As long as one or the other is within boundaries, vanpool services should be provided.
- ⇨ Evaluate vanpool progress, impacts, benefits, costs, etc. Report to stakeholders and funders.
- ⇨ Partnership lead- build consensus, develop clear strategy and direction for region.

CarpoolMatchNW.org

- ⇨ Good program.
- ⇨ House under regional organization.
- ⇨ Link with existing databases (Salem, Washington State).
- ⇨ Staff needs: technical and customer service, marketing and outreach in conjunction with Vanpool.
- ⇨ Integrate with new technologies.

Markets:

- **Identify Target Markets:** Region needs to decide where VPs would work- clear target markets, muscle behind a well-organized program, look at employment centers (key hub of activity). Need to assist communities in understanding that vanpools and transit are complementary.
- **Vancouver:** transit cuts could result in new gaps in service or increases in price- could lead to potential target markets.

Employers are Key: Develop a program with little risk to employer, little administrative burden and little to no liability responsibility. Do not require employers to purchase vans.

Link Rideshare to Larger Policy and Infrastructure Items: HOV Lane, Land-Use, Employer Regulations, Employer Programs, Funding- all these factors push and pull the need for and opportunities for vanpool and other TDM strategies.

TDM Strategies

- ⇨ It is valuable to provide all commute options and place a wide menu of solutions before the employers and employees.
- ⇨ Provide a one stop shop for the access to information and services on TDM strategies. This will minimize consumer confusion as to where to go for help and improve efficiencies of service to users. This will serve as a centralized clearing-house.
- ⇨ Emphasize flexibility of TDM strategies, for example, alt mode usage does not need to be full-time.
- ⇨ Work with employers to develop internal commute management programs that meet diverse needs.
- ⇨ Add depth on telework and compressed work weeks under the one-stop shop.
- ⇨ Improve outreach and messaging of Emergency Ride Home program.

Education

- ⇨ An educational program needs to be developed to raise awareness of options, and also where to get help.
- ⇨ Employers, employees, stakeholders, outreach staff, and policy-makers can all benefit from a regional program.
- ⇨ Educate target audiences on cost saving of alternative modes.

Program Marketing and Materials

- ⇨ Allow flexibility to other regions, cities, TMAs, and stakeholders to place logos printed on materials.
- ⇨ Share content with others if needed to print separate collaterals.
- ⇨ Position the program as a regional program and not a Portland-specific program.
- ⇨ Collaborate with Washington stakeholders (Clark County, C-TRAN, WSDOT, Vancouver)
- ⇨ Develop materials that are pertinent to other parts of regions as well (eg case studies from different areas).
- ⇨ Improve depth of the website.
- ⇨ Develop and publicize employer and employee champions in the region as examples of "best practices."

Evaluation

- ⇨ Need a systemic reporting mechanism on market penetration and a cost/benefit analysis.
- ⇨ Need measurable results to gain greater commitment among policy makers.
- ⇨ Information should inform decision-makers on developing scope and funding for future years.
- ⇨ Need to emphasize cost efficiencies of TDM strategies versus other capacity gaining strategies.

Metro sign-in sheet

Please be aware that all information submitted here will become public record, per state law, and will be made available to those who request it.

METRO
PEOPLE PLACES
OPEN SPACES

Event JPACT Location Metro Regional Center – Council Chambers

Date October 13, 2005 Time 7:30 a.m.

NAME	AFFILIATION
EDWARD BARNES	WSDOT Comm
Karen Schilling	Mult. County
Kathy Bygge	Wash County
Patty Clifford Montgomery	Metro
Shanda Anderson	UTC
John Reeh	UTC
DAN KAEMPFF	ODOT
William Barnes	Private Citizen
Jen Massa	SMART / City of Wilsonville
John Wiebke	City of Hillsboro
Kathryn Harrington	Citizen Wash. Co.
Ron Papsdorf	City of Gresham
Charlotte Lehan	C. of Wilsonville
Sharon Nasset	ETA
Katie Mangle	URS
Norm King	West Linn
Marianne Fitzgerald	DEQ
TOM MARKGERT	CRC
Rob Drake	CRC
Randy Tucker	Metro
Scott Bricker	Citizen - BTA
Danielle Cowan	Wilsonville