

2008-2013 Strategic Plan Regional Travel Options Appendices

A. EXPECTED REDUCTIONS IN VEHICLE MILES TRAVELED AND RELATED BENEFITS....	2
B. BASE AND PREFERRED PROGRAM BUDGETS	6
C. PREFERRED RTO GRANT PROJECTS	9
D. EMPLOYER OUTREACH WORK PROGRAMS.....	10
Metro commuter programs and services	10
SMART Options Employer and Community Outreach	12
TriMet Employer Program	13
E. SUMMARY OF RTP GOALS AND SUPPORTING RTO STRATEGIES	15
F. STRATEGIC PLAN DEVELOPMENT PROCESS.....	23
G. ENVIRONMENT SCAN	25

A. Expected reductions in vehicle miles traveled and related benefits

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

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

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

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

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

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

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

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

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

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

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

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

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

\$40,000 * \$0.02

1 VMR = 2,000,000 VMR

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

B. Base and preferred program budgets

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

All expenditures include required matching funds.

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

DRAFT RTO Preferred Budget

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

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

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

C. Preferred RTO grant projects

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

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

D. Employer outreach work programs

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

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

Metro commuter programs and services

Employer and commuter outreach

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

CarpoolMatchNW.org

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

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

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

Metro VanPool

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

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

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

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

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

credits are “sold” at a rate of 28 percent to a business with a tax liability that in turn takes the credit against their taxable liability.

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

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

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

SMART Options Employer and Community Outreach

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

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

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

Business Outreach

SMART staff will meet one-on-one with Wilsonville’s largest employers to present WES information, new Transit Master Plan, proposed future-funding strategy and BETC opportunities. SMART will interview these groups to learn more about their organization, needs and concerns, seek their involvement as a BETC partner, and invite to grand opening events for WES. In addition, all 900 Wilsonville Employers will receive an invitation to open

houses and other meetings regarding WES, the Transit Master Plan, future funding strategies, BETC and transportation options available in the region. Other tasks include:

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

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

TriMet Employer Program

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

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

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

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

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

Westside Express Service (WES)

In addition to the usual activities of working with employers throughout the region to develop and maintain transportation programs, in FY 2009 TriMet will also focus on Westside Express Service (WES) outreach. This new commuter rail line will begin revenue service in the fall of 2008. The outreach process will include sending a direct mail piece to 2,150 employers within

½ mile of a WES station or ¼ mile of bus stop with connecting service to WES and following up via phone to all employers with 20+ employees (845).

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

E. Summary of RTP goals and supporting RTO strategies

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

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

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

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

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

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

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

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

F. Strategic plan development process

Goals

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

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

The following technical working groups were formed:

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

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

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

Criteria for selecting strategic plan strategies and projects:

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

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

G. Environment scan

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

- **Supportive/receptive public attitudes**

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

- **Focus on climate change**

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

- **Focus on physical activity**

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

- **Diverse new residents of the region**

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

- **Low-cost solutions for employers**

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

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

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