

[www.metro-region.org/traveloptions](http://www.metro-region.org/traveloptions)



March 2012

# 2012-2017 Strategic Plan

REGIONAL TRAVEL OPTIONS

 Metro | *Making a great place*



## **Metro** | *Making a great place*

Clean air and clean water do not stop at city limits or county lines. Neither does the need for jobs, a thriving economy, and sustainable transportation and living choices for people and businesses in the region. Voters have asked Metro to help with the challenges and opportunities that affect the 25 cities and three counties in the Portland metropolitan area.

A regional approach simply makes sense when it comes to providing services, operating venues and making decisions about how the region grows. Metro works with communities to support a resilient economy, keep nature close by and respond to a changing climate. Together we're making a great place, now and for generations to come.

Stay in touch with news, stories  
and things to do.  
[www.oregonmetro.gov/connect](http://www.oregonmetro.gov/connect)

**Metro Council President**  
Tom Hughes

**Metro Councilors**

Shirley Craddick, District 1  
Carlotta Collette, District 2  
Carl Hosticka, District 3  
Kathryn Harrington, District 4  
Rex Burkholder, District 5  
Barbara Roberts, District 6

**Auditor**  
Suzanne Flynn

## TABLE OF CONTENTS

Chapter 1 – Introduction.....	1
Chapter 2 – Guiding Principles & Policy Framework .....	2
Strategic Plan Guiding Principles.....	2
RTO Program Mission and Goals.....	3
RTO Mission.....	3
Chapter 3 – RTO Program Structure .....	5
Partner Roles .....	5
Funding Model.....	6
Chapter 4 – Strategic Plan Implementation.....	8
One-Year Transition Period .....	8
Updates to Public Private Partnership Model .....	8
VMR Methodology .....	9
Performance Measures .....	9
Non-SOV mode-split is the RTO Program’s primary performance measure.....	9
Evaluation.....	10
Selection Criteria .....	11
Eligibility .....	11
Contracted Reporting Requirements .....	12
RTO Subcommittee.....	12

## TABLE OF FIGURES

Figure 1 Example methods for converting Non-SOV trips into triple-bottom-line measures .....	10
Figure 2 Recommended Reporting Requirements.....	11
Figure 3 Relationships among RTO Goals, Performance Measures, Reporting, and Evaluation .....	12

## APPENDIX

Appendix A – Summary of Key Findings from Strategic Planning Process

Appendix B – Strategic Plan Methodology

---

## CHAPTER 1 – INTRODUCTION

Metro’s Regional Travel Options (RTO) program supports Metro’s mission of creating a great place by increasing the awareness of non-single occupancy vehicle (SOV) travel options such as



RTO Investments contribute to making a great place

biking, walking, taking transit, and ridesharing. The RTO program is an important, low-cost component of the region’s aggressive goal to reach a non-SOV mode-share of 50 percent or more by 2035. In fiscal year 2009-2010, the RTO program accounted for only half of one percent of the region’s transportation budget, yet it funded over 20 regional partners and helped to reduce between 77 and 123 million vehicle miles traveled.<sup>1</sup> At its core, the program is designed to help make the best use of the region’s existing transportation infrastructure and service investments.

To accomplish this, the RTO program provides strategic investments in a range of programs, including individualized marketing, employer commuter travel options, grants to partners, and traveler information tools and services. These investments contribute to the economic, environmental, and socio-economic health and prosperity of the region in the following ways:

- **Economic:** The RTO program helps to reduce traffic congestion by encouraging non-SOV modes. Decreased traffic congestion ensures the efficient movement of freight and goods. Moreover, RTO investments help to utilize the existing transportation system, instead of investing money into new and costly infrastructure improvements. Cost-effective travel options, such as biking and walking, put money back in people’s pockets, which can then be spent in the local economy. This green dividend has been attributed to saving Metro area residents as much as \$2.6 billion per year.<sup>2</sup>
- **Environment:** Biking, walking, taking transit, ridesharing, and telecommuting help to reduce the number of single occupancy vehicles on the road. As such, the RTO program reduces greenhouse gas emissions, reduces water pollution from auto travel, and improves air quality.
- **Equity & Health:** The RTO program works to provide affordable transportation options for all residents. Households in the Metro region generally spend between 15% and 28% of their household income on transportation costs.<sup>3</sup> Moreover, transportation options improve community health by improving air quality and encouraging people to participate in active transportation options.



<sup>1</sup> These figures reflect a conservative estimate based on reported figures and include a 40 – 60 percent discount from actual numbers reported from the various sources. Because ECO data includes employers’ VMR over multiple years between their baseline and follow-up surveys, these figures also reflect so-called “maintenance” VMR, or VMR reduced as part of prior investments.

<sup>2</sup> Cortright, J. (2007, June 28). Portland’s Green Dividend. Chicago, Illinois: CEOs for Cities.

<sup>3</sup> Center for Neighborhood Technology. (2011). “Housing + Transportation Affordability Index” Portland-Vancouver WA. Web. Accessed November 15, 2011

## CHAPTER 2 – GUIDING PRINCIPLES & POLICY FRAMEWORK

The RTO Strategic Plan defines a mission, a set of goals and objectives, and a five-year plan to support a regional travel options program that helps to achieve regional air quality, transportation, and livability goals.

### STRATEGIC PLAN GUIDING PRINCIPLES

The Strategic Plan process was guided by the following principles that were identified during the Strategic Plan development process.

- Enable local partners to reach out to employers and residents to help make non-SOV travel choices.
- Link the RTO program to other Metro programs to proactively integrate transportation demand management into regional planning and growth management processes.
- Provide regional policy support and program development that supports efficient use of the existing transportation system.
- Establish a sustainable and diverse funding stream by linking the RTO program to other Metro transportation investments.
- Streamline Metro RTO services to limit duplication of roles and foster collaboration and the sharing of best practices among regional partners.
- Position the Metro RTO program to leverage community partners—such as health care providers, local jurisdictions, non-profit organizations, and others—to proactively build a regional travel options program that serves the diverse needs of the region.
- Develop a streamlined evaluation process that links to Metro’s overarching economic, environmental, and community building goals and reduces the administrative burden on Metro RTO staff and its grantees.

A summary of key questions, issues, opportunities, and recommendations addressed in this Plan can be found in Appendix A.

## RTO PROGRAM MISSION AND GOALS

The 2012-2017 RTO Strategic Plan is guided by a mission statement that emphasizes the economic, social, and environmental benefits of the RTO program. The emphasis on these strengths of the RTO program enables it to more effectively support and leverage other Metro programs.

This mission is supported by the following goals and objectives.

### RTO Mission

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

### RTO Goals & Objectives

**Goal 1:** Align the RTO program with regional economic development, growth management, and livability objectives

- Objective 1.1 – Link RTO efforts to goals outlined in the Metro Regional Transportation System Plan (RTP).
- Objective 1.2 – Support projects that provide information and services to geographically and socio-economically diverse populations.
- Objective 1.3 – Work with other Metro programs and regional partners to make travel options an integral element of every transportation project.
- Objective 1.4 – Measure and evaluate the RTO program to report progress and aid policy decision- making, and to maintain or improve performance.
- Objective 1.5 – Address transportation needs in areas underserved by transit, bicycle, or pedestrian investments.

**Goal 2:** Be a leader in developing local, regional, state, and national policies that promote walking, biking, transit, and high-occupancy vehicle travel

- Objective 2.1 – Support local jurisdictions in developing and implementing policies that support the RTO mission.
- Objective 2.2 – Support multimodal programs that meet the business and residential needs in urban centers, corridors, and suburban areas.
- Objective 2.3 – Work with local jurisdictions, businesses, and partners to build local political and staff support for transportation demand management.

**Goal 3:** Support local partners to engage with employers and commuters to increase the use of travel options for commute trips

- Objective 3.1 – Support local partners to market and provide multimodal travel options services to employers and commuters.
- Objective 3.2 – Provide information and technical services to local and regional partners to make the business case for employers to support travel options.
- Objective 3.3 – Support partners who have established working relationships with employers in promoting economic development with travel options tools and programs.

**Goal 4:** Develop tools to support the use of travel options to reduce drive-alone trips

- Objective 4.1 – Continue a regional collaborative marketing campaign to increase awareness of travel options and assure meaningful integration with local marketing outreach campaigns and efforts.
- Objective 4.2 – Develop and deliver enhanced and accessible traveler information tools.
- Objective 4.3 – Provide technical services to local partners to help implement and support the RTO mission.



## CHAPTER 3 – RTO PROGRAM STRUCTURE

The Metro RTO Program is funded by the Federal Congestion Mitigation and Air Quality (CMAQ) program. Established as part of the Clean Air Act of 1990, the CMAQ program provides funding to states to help achieve the National Ambient Air Quality Standards (NAAQs).

The Metro RTO Program relies heavily on local partners to deliver travel options services across the region. Partners include non-profit organizations, Transportation Management Associations (TMAs), municipalities and counties, area transit agencies including TriMet and Wilsonville SMART, and state and federal agencies.

This chapter defines the roles and functions of partners who deliver RTO services and presents the funding framework that is used to guide RTO investments of CMAQ funds for the 2012-2017 strategic plan.

### PARTNER ROLES

Regional transportation demand management programs are supported by a broad range of functions; they require policy input, planning and program development, technical services, marketing, outreach, and evaluation. Defining and optimizing the roles and responsibilities in the Metro region is a key component of this Strategic Plan. This section outlines the roles and responsibilities of Metro RTO staff, transit agencies, and local partners in administering and delivering regional travel options services.

#### **Metro**

Metro is the lead agency responsible for administering RTO funds and evaluating the RTO program in the Portland Metropolitan region. As the program administrator, Metro RTO staff provide wholesale-level support to help its partners across the region deliver travel options at the local level. These efforts include:

- Playing a lead role in developing and shaping policy that supports RTO efforts.
- Ensuring that travel options services are distributed equitably throughout the region by providing direct outreach to local political leaders and local staff to build support and capacity for implementation of RTO programs at the local level.
- Creating a forum for local organizations and jurisdictions to share best practices and collaborate on implementation.
- Providing needed assistance on a fee-for-service basis, such as website development, GIS mapping tools, and other technical services, to jurisdictions and organizations with limited staffing abilities.
- Working with the Oregon Department of Transportation on delivering the collaborative Drive Less Save More state marketing campaign.
- Evaluating the program on a biennial basis to ensure it is meeting regional economic, environmental, and social equity goals.



## **Transit Agencies**

TriMet and Wilsonville SMART receive funding to support employer outreach programs. These functions are closely coordinated with the employer outreach offerings of other local partners to reduce overlap and leverage the collective efforts of RTO partners in the region.

## **Local Partners**

Local partners play a crucial role in delivering quality RTO programs in the region. These partners include local jurisdictions and counties, Transportation Management Associations, and non-profit organizations, among others. Over the years, local partners have been influential in developing innovative programs and projects to increase the awareness of travel options and have contributed to a shift in travel behavior. Local jurisdiction support is critical to implement policies and programs on the ground. TMAs are instrumental in building important relationships with the business community, and employees and non-profits have developed innovative programs to reach all segments of the population.

## **FUNDING MODEL**

To support the roles identified above, CMAQ funding for RTO-sponsored activities is distributed using a performance-based funding model with three primary channels. Metro receives approximately 30 percent of overall funding for its role in administration, oversight, and wholesale-level support. Transit Agencies receive approximately 20 percent for their role in providing the base employer outreach program. Approximately 50 percent of available funding is directed toward local partners through Metro's RTO competitive grant program.

Funding decisions are made pursuant to the RTO strategic plan mission and goals. The overall performance objective of the RTO program is to contribute to achieving the regional goal of 50 Percent Non-SOV mode split by 2035 by driving down the regional SOV rate. This is accomplished by making investments in strategic programs that result in mode-shift in the region. Recognizing there are multiple motivations for RTO partners to make these investments, the RTO performance framework utilizes a triple-bottom-line method to recognize returns. Under this model, applicants are able to pursue projects that contribute to economic development, environmental enhancement, social equity, or any combination of these important outcomes.

The process for applying for RTO funding is consolidated as part of an expanded competitive grant program that encompasses funding for TMAs, individualized marketing, and small grants. In the past, TMAs have had dedicated funding. While TMAs are still a valued asset to the RTO program, the new funding model combines TMA funding into the competitive grant funding pot. The new competitive grant program reflects the finding from the most recent biennial evaluation that TMAs have had mixed successes. While some TMA's have exceeded expectations, others have struggled. The new funding model will direct limited resources to a wider range of entities to help ensure that greater performance can be achieved across the region.

While funding priorities and funding levels may change from year to year, the process for applying for funds are governed by this Strategic Plan's goals and objectives and the funding framework

identified herein. To ensure programs are high-performing, the competitive grant process requires grant applicants to deliver a problem statement, a viable long-term business model, and demonstrated local support. The criteria for ranking grants are drawn from the goals and objectives of this strategic plan, and published separately each grant cycle.

The 2012-2017 funding model benefits the RTO program in the following ways:

- Proven local support—both monetary and political—helps align RTO efforts with local transportation system plans.
- A problem or opportunity statement required by the grantees helps the RTO program align its efforts and funding with programs that directly relate to RTO goals and regional infrastructure investments.
- Shifting commuter services to TriMet and other partners allows Metro staff to spend more time to build local capacity for travel options, develop policies that support biking, walking, and taking transit, and provide technical services to the region.

### **Summary of Changes from Previous Strategic Plans**

The 2012-2017 funding model restructures the RTO program in the following ways:

- Clarification and reassignment of roles for Metro, Transit Agencies, and the RTO subcommittee.
- Formalization of formula funding for Transit Agencies' employer outreach programs.
- Consolidation of TMA, small grant, and individualized marketing grants under a single competitive grant process.
- Reallocation of funds to reflect changes in roles and an increase in the proportion of funds directed toward grants.
- Updates to Metro's Public Private Partnership policy to eliminate dedicated funding for TMAs.



## **CHAPTER 4 – STRATEGIC PLAN IMPLEMENTATION**

Chapters 1 – 4 outline the broad policy objectives of the RTO strategic plan for the 2012 – 2017 operating period. Implementation of these objectives will require additional work on behalf of staff, partners, and local leaders to implement the new vision. It is agreed that the RTO program will continue to pursue the region’s ambitious goals for improving the use of travel options. It is also clear that this cannot be done without changes to the RTO program structure. The proposed funding model will enable the region to continue making advances in reaching regional performance targets for use of travel options. The following information provides a roadmap of the decisions and changes that will need to occur to accomplish this.

### **ONE-YEAR TRANSITION PERIOD**

It’s recognized that the recommended changes will require local partners to make adjustments to their programs in order to implement the new Strategic Plan. New or changed elements of the Strategic Plan will be phased in over the course of fiscal year 2012-2013 in order to make the transition to the new plan as seamless as possible for partners and to ensure time for a comprehensive process to further develop and implement program changes. Next steps include:

- Upon adoption of the Strategic Plan, a work group comprised of TPAC members and other stakeholders will be formed. This group will be tasked primarily with making policy recommendations and funding decisions. In addition, their input will be required during discussions regarding measurement and performance methodology.
- The work group’s initial task will be the development of grant program and project selection criteria in preparation for the 2013-2015 grant solicitation process.
- Fiscal year 2012-2013 will be the final year of the current TMA-specific funding policy before transitioning to the new competitive grant program.
- To continue the coordination and policy advisory roles played by the former RTO Subcommittee, the purpose of the existing RTO Marketing and Outreach Working Group will continue to evolve and be refined during fiscal year 2012-2013.

### **UPDATES TO PUBLIC PRIVATE PARTNERSHIP MODEL**

A significant change in the 2012-2017 Strategic Plan is the elimination of TMA-specific funding. TMAs are still eligible for funding, but this funding is now channeled through the new consolidated competitive grant program. While the role of TMAs does not change, the Funding Plan necessitates changes in the way TMAs position themselves. The elimination of Metro’s role in employer outreach while also increasing and formalizing coordination of other funded partners’ roles in employer outreach helps TMAs better define their role vis-à-vis the private sector.

## VMR METHODOLOGY

In the past, the RTO program has been guided heavily by one metric or outcome: vehicle miles reduced (VMR). Although this goal is important, stakeholder interviews revealed a need for the RTO program to focus more on other outcomes, such as quality of life, economic development, convenient and competitive travel choices, the health benefits of active transportation, and social and regional equity. Reduced vehicle miles traveled is a good



quantitative measure for many of these outcomes, but there is a need to define why vehicle miles reduced is a benefit to the community from an environmental, equity, and economic standpoint. Further, many RTO-funded activities are designed as elements of a broad set of factors that will help change travel behaviors that may not happen immediately. Therefore, it is not always appropriate to measure the VMR results of individual programs. During the transition period, Metro RTO staff will need to implement the new evaluation framework focusing on SOV mode-shift by updating grant criteria, and incorporating new performance measures into future work plans.

## PERFORMANCE MEASURES

Performance measures are a key component of any strategic plan to track progress towards shared goals, identify opportunities for improvement, and streamline performance evaluation across all programs.

Building on Metro’s new triple-bottom-line framework for evaluating performance as part of the 2035 Regional Transportation Plan, the RTO program can articulate its performance in terms of economic, social, and environmental benefits. As described above, the previous process of relying on VMR as the primary indicator is problematic—both because it is difficult to measure accurately and because it does not speak to the community benefits of reducing vehicle miles traveled.

Non-SOV mode-shift is the principal performance measure of the RTO program. This performance measure is framed with a direct linkage to the RTP, and includes a targeted contribution specifically for the RTO program.

**Non-SOV mode-split is the RTO Program’s primary performance measure.**

*The RTO Program will help the region achieve its goal of a 50% non-SOV mode split by 2035 by achieving a 0.1 % increase per year attributable to the RTO program between 2012-2017.*

Figure 1 below provides examples for how non-SOV mode split can be converted into meaningful metrics for communicating benefits in terms of the triple-bottom-line framework.

**Figure 1 Example methods for converting non-SOV trips into triple-bottom-line measures**

Conversion for reporting on Triple-Bottom-Line performance	
Economic Benefits	<ul style="list-style-type: none"> <li>• Convert non-SOV trips into household cost savings and dollars returned to local economy.</li> <li>• Convert non-SOV trips into number of parking spaces reduced and multiply by the average cost of parking to demonstrate direct economic savings.</li> </ul>
Social Benefits	<ul style="list-style-type: none"> <li>• Use Active Transportation proportion of non-SOV trips to measure improvements in health.</li> <li>• Convert non-SOV trips into household transportation cost savings; in cases where the cost savings benefits are localized and housing costs are known, household cost savings could be converted into combined cost of housing and transportation.</li> </ul>
Environmental Benefits	<ul style="list-style-type: none"> <li>• Convert non-SOV trips into VMR and multiply by standard emission rates per VMR to calculate emission savings for specific pollutants.</li> </ul>

## EVALUATION

Evaluation is an important component of the RTO program to ensure grant funding is being spent effectively and measures are in place to track performance towards regional mode share goals. As described above, although VMR is one indicator to show the achievement of RTO efforts, it is not an easy metric to track, nor is it necessarily an accurately calculated performance measure. The RTO evaluation process now aligns program investment decisions with the new performance measures identified above. However, the majority of individual recipients will not be required to track or estimate their specific outcomes (i.e., direct contributions to the key performance measures), but instead, demonstrate how their funded activities are tied to the performance measures. This can be accomplished by requiring recipients to identify this relationship as part of their application and report on precursors that are known to contribute to the advancement of the performance measure.

As part of the recommended funding model, recipients will select from a menu of indicators that they will track pursuant to the performance measures their project is designed to achieve. At the most basic level, these precursor indicators include direct program outputs such as number of advertisements, number of maps produced, number of meetings attended, and so forth. Requiring a slightly higher level of evaluation, intermediary precursors include, awareness, participation, and satisfaction. At the highest level of evaluation is direct measurement of the desired outcome. The expected level of reporting is based on how much funding is sought, with an increasing level of reporting for higher levels of funding (see Figure 2).

**Figure 2 Recommended Reporting Requirements**

Funding Level	Reporting Requirements	Notes
Low	Outputs	Recipients of small grants will not be required to report on outcomes.
Medium	Outputs, Awareness, and Participation	Recipients of medium-sized grants will be expected to conduct more rigorous evaluation, stopping short of estimating outcomes.
High	Outputs, Awareness, Participation, Satisfaction, and Outcomes (where appropriate)	Recipients of large grants will be required to conduct even more rigorous evaluation including, when appropriate, estimates of direct and indirect impacts on the relevant performance measures.

**SELECTION CRITERIA**

The current selection criteria used for Metro’s small grant program will serve as a starting point for defining selection criteria for the consolidated grant program. The primary modification that will be made relates to Criterion #6. Criterion #6 should be eliminated (because of the previously identified issues associated with the previous return on investment framework) and replaced with a series of criterion that reflect the performance measures identified in this strategic plan.

**ELIGIBILITY**

Suggested eligibility for competitive grants is determined as follows:

- Does the proposed investment contribute to increasing use of non-SOV modes? This is established through a written project narrative that provides a logical explanation demonstrating how the funded efforts will contribute to reducing non-SOV modes, identifying specific performance targets for each investment.
- Does the applicant demonstrate interest and willingness? This is established through a written project narrative that identifies the specific opportunity or problem to which the applicant is responding.
- Does the applicant have local support? Minimum match requirements are used as base-level eligibility criteria. The minimum level is set at CMAQ thresholds. Higher local match levels are higher-risk efforts or rewarded through extra points in the scoring process.
- Does the applicant have the capacity to implement? This is determined based on the applicant's demonstration of a viable long-term business model.



## CONTRACTED REPORTING REQUIREMENTS

The evaluation process revealed opportunities for the Metro RTO program to improve its contracting, reporting, and evaluation processes. In the past, the reporting, invoicing, and evaluation process lacked a clear linkage between RTO Program and Metro goals, contract requirements, invoice requirements, and evaluation requirements. The Metro RTO Program now relies on a standardized system for contracting, invoicing, and reporting that relates to the evaluation framework proposed by Portland State University researchers in prior evaluations (documentation of this is available as part of the prior 2008 – 2013 Strategic Plan). Furthermore, the Metro RTO program has adopted thresholds based on program type and funding level for which higher-level reporting and evaluation is required (described above).

The reporting and evaluation process reinforces the performance-based funding feedback loop by requiring that grant recipients report and meet the measures they commit to as part of their work plans. Figure 3 below illustrates how this feedback loop ties the evaluation framework back to the RTO goals.

**Figure 3 Relationships among RTO Goals, Performance Measures, Reporting, and Evaluation**



## RTO SUBCOMMITTEE

The RTO Subcommittee will be restructured. The committee’s funding decision-making function is being divided from its collaborative functions and these functions are planned to be performed separately. This is so that funding decisions are not made by a committee that is comprised largely of direct grantees. During the one-year transition period, Metro will work toward reassigning the grant decision-making function of the RTO subcommittee to either a new committee comprised of non-grant recipients (such as higher-level decision makers similar to the group assembled for the Think Tank) or directly to TPAC. Yet, to preserve collaboration, the RTO program will continue convening and facilitating meetings of RTO grant recipients on a regular basis to coordinate programs and service delivery, facilitate information sharing, and disseminate best practices.



**APPENDIX A: SUMMARY OF KEY QUESTIONS, ISSUES AND OPPORTUNITIES, AND RECOMMENDATIONS**

	Key Questions	Issues & Opportunities	Recommendations
Mission, Goals & Objectives	<ul style="list-style-type: none"> <li>What outcomes should the RTO program strive to achieve?</li> <li>How can the RTO program be more closely aligned with other Metro investments?</li> </ul>	<p><b>Issues</b></p> <ul style="list-style-type: none"> <li>The RTO program helps make the Portland-Metro region a great place through contributions to quality of life, economic development, health, and social and regional equity. However, these contributions are not well-articulated in the regional transportation policy and planning discourse.</li> <li>The singular Vehicle Miles Reduced (VMR) performance target results in missed opportunities for the RTO program to demonstrate its contributions to other important outcomes.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Link RTO program to other Metro programs by articulating goals that reflect and build on goals defined in the RTP.</li> <li>RTO Program evaluation framework is well-advanced and can help RTO play a leadership role in performance-based planning.</li> </ul>	<ul style="list-style-type: none"> <li>Adopt a new mission statement that reflects RTO's contribution to making the region a great place.</li> <li>Adopt new performance targets aligned with a triple-bottom-line approach to performance evaluation.</li> <li>Integrate triple-bottom-line performance measures into the existing evaluation methodology developed by Portland State University.</li> </ul>
Evaluation	<ul style="list-style-type: none"> <li>What performance measures should be used to track performance relative to new goals?</li> <li>How should the evaluation framework be modified to respond to the changing landscape and emerging opportunities?</li> </ul>	<p><b>Issues</b></p> <ul style="list-style-type: none"> <li>Stakeholders expressed a concern that evaluation requirements are overly burdensome, consume a disproportionate share of project resources, and could be streamlined without sacrificing the objectives of the evaluation process.</li> <li>Singular VMR target and return on investment methodology skews performance measurement.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Good to Great: While some RTO-funded programs face specific challenges, many RTO investments have become national models for implementing innovative travel demand management practices. There is an opportunity to continue developing the evaluation process so that a good program becomes great.</li> <li>Become a leader at Metro by defining RTO's contribution to the regional goals and through adaptation of the existing evaluation framework to support a triple-bottom-line evaluation framework.</li> </ul>	<ul style="list-style-type: none"> <li>Align level of evaluation and reporting effort with funding level and program type.</li> <li>Express RTO goals through evaluation criteria, RTO recipients' work plans, invoice and reporting requirements, and two-year evaluations.</li> </ul>
Roles & Actors	<ul style="list-style-type: none"> <li>What roles and functions should Metro and its partners play in delivering regional RTO programs?</li> <li>What functional changes are needed to respond to the changing landscape and new opportunities?</li> </ul>	<p><b>Issues</b></p> <ul style="list-style-type: none"> <li>Overlapping roles dilute the effectiveness of individual actors. This is especially true for TMAs, who compete with TriMet and others to deliver employer-focused programming.</li> <li>Stakeholders—including funded partners and private sector representatives—feel that employer outreach should be done by Metro's partners. Metro should play a wholesale role in support of retail-level delivery at the local level.</li> <li>The effectiveness of the RTO Subcommittee is reduced because of its conflicting roles as both a funding decision-making entity and a collaborative forum.</li> <li>Regional collaboration is important in the delivery of services.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>More clearly defined roles can improve the efficiency of the RTO program by reducing redundancy.</li> <li>Separating the RTO subcommittee into distinct parts has the potential to improve both the decision-making and collaborative processes.</li> </ul>	<ul style="list-style-type: none"> <li>Focus Metro staff resources to: (1) support local jurisdictions, TMAs, and other organizations that promote travel options; (2) serve as a regional liaison to share best practices and develop regional policy that supports travel options; and (3) provide technical services to support local partners (mapping, website, surveys, etc.).</li> <li>Support TMAs, local jurisdictions, and TriMet in leading direct outreach at the local level</li> <li>Divide RTO subcommittee roles; funding decisions should be separated from RTO collaborative functions.</li> </ul>
Prioritization of Funding	<ul style="list-style-type: none"> <li>Given the issues and opportunities on the horizon, how should funding be prioritized during the next five-year planning period?</li> <li>What organizational, policy, and institutional framework is needed to deliver the desired outcomes?</li> <li>What specific changes need to be made to the existing policy for public private partnerships (TMAs)?</li> </ul>	<p><b>Issues</b></p> <ul style="list-style-type: none"> <li>Reduced availability of funding brought on by on-going economic recession.</li> <li>The RTO program—like many other regional programs—faces the conflicting objective of providing for regional equity while also demonstrating performance.</li> <li>Not all TMAs have achieved private sector support as originally envisioned when the Public Private Partnership policy was enacted.</li> <li>TMA booster funding is serving more of a formula funding function than the intended performance-based function.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Provide a streamlined funding structure to ensure limited funding is dedicated to effective investments while building local capacity.</li> <li>Increase the proportion of funding available for grants by clarifying roles, reducing redundancy, and improving effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Combine TMA, individualized marketing, and RTO Grants Program funding; emphasize the need for local support, a problem statement, and a proven business model or complementary funding streams.</li> <li>Establish formula funding for employer outreach with specific performance requirements.</li> <li>Reduce Metro's total administrative budget for RTO and direct proportionally more funding toward grants.</li> <li>Eliminate TMA-specific funding and shift TMA program administration funding to support RTO grant recipients with technical services.</li> </ul>

## APPENDIX B: STRATEGIC PLAN METHODOLOGY

### METHODOLOGY

The 2012-2017 Metro RTO strategic plan was developed through a multi-faceted outreach and analytical process supported by the following four efforts (also represented in Figure 1, below):

- Stakeholder Interviews: 17 interviews with over 50 participants were conducted to understand the strengths, weaknesses, and opportunities of the Metro RTO program. Participants included local city and county representatives, Metro staff, businesses, non-profit organizations, transit agencies, state representatives, universities, and current and past RTO grant recipients.
- Landscape Scan: A landscape scan was conducted to understand expected external changes to the Metro RTO program in the next five years, such as increasing energy prices, emerging social media and traveler information technologies, and an increased emphasis on the connection between transportation and health.
- RTO Think Tank: On October 6, 2011, regional policy makers and leaders in the community gathered to discuss key issues facing the RTO program to help guide the direction of the program in the next five years. Participants included city and county policy makers, health care representatives, Metro Councilors, and non-profit representatives.
- Biennial Performance Evaluation: A biennial performance evaluation was conducted to assess the performance of Metro RTO-funded programs.

**Figure 1 Metro RTO Strategic Plan Process**



Documentation of these materials can be obtained from Metro RTO staff by contacting the Metro Transportation Planning Division at 503-797-1735, or by email at [trans@oregonmetro.gov](mailto:trans@oregonmetro.gov).