

Regional Travel Options Commute Program



Action Plan

May 2023



Metro

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Overview

Metro's Regional Travel Options (RTO) program provides transportation demand management (TDM) services in the Portland metro region, aiming to change travel behavior through programs and outreach. The RTO program supports commute-specific programming across the region which is delivered by a variety of transit providers, local jurisdictions, colleges and universities and transportation management agencies (TMAs). While these partners each contribute individually toward RTO program goals of reduced vehicle travel, a regional strategy that supports improved coordination and collaboration would provide partners with improved tools to address current and future needs (hybrid work, for example) and would allow Metro to better quantify the impacts of the work delivered. Metro developed this Action Plan in 2022 to improve the efficiency and effectiveness of commute programming across the region.

Through research and stakeholder engagement, Metro and Steer identified six goals to guide the RTO program's work related to commuter programming. Those goals are as follows:

1. Increase regional collaboration and leadership around commuter programming
2. Advance and increase commuter programming through policy
3. Prioritize equity in commuter programs
4. Increase awareness, breadth and reach of Regional Commute Programs
5. Achieve adequate resourcing for commuter programming
6. Collect regional data to demonstrate impact and refine programming

To provide further strategic guidance, objectives and recommended actions were developed for each overarching goal. Key issues addressed in these recommendations include:

- Ensuring the region has access to a wide range of interventions and programs
- Supporting regional coordination structures
- Evaluation and measurement approaches for regional commuter programming
- New partnership opportunities
- Identification of needs/gaps in commuter programming

In undertaking these actions, Metro will advance a shared regional vision and work plan for a comprehensive, multi-agency, regional commute reduction program. The collaborative program will work towards a reduction in vehicle miles traveled (VMT) through an equity-centered approach to delivering TDM programming in the Portland metro area.

1. Introduction

Background

Metro's Regional Travel Options (RTO) program provides transportation demand management (TDM) leadership and supportive funding in the Portland metro region, aiming to change travel behavior through programs and outreach. TDM works in conjunction with infrastructure improvements to reduce the number of single occupant vehicle miles traveled (VMT) and increase the non-auto mode split.

An important component of TDM work is commute trip reduction programming that reaches those who travel to work and colleges or universities. In the Metro region, that programming is delivered by a variety of transit providers, local jurisdictions, and transportation management agencies (TMAs). Collectively, their work aims to ensure employers and schools are aware of the many commute benefits available for them to offer, and commuters are aware of their travel options and benefits.

While this work aims to reach commuters across the Portland metro region, data and stakeholder engagement shows that many employers and employees are not engaged or reached by programming and benefits. Metro developed this Action Plan in 2022 to improve the efficiency and effectiveness of commute programming across the region.

Report Purpose

This report is intended to provide a framework to support the growth of commuter programming in the region. It outlines the RTO's goals and provides recommendations to help ensure future programming is effective, addresses equity, and meets the needs of commuters in the region.

Process

This report was developed through a four-stage process that involved both desktop research and stakeholder coordination (through workshops with key partners and a subsequent focus group of businesses). Based on the information gleaned from those stages, the project team then developed a set of goals and recommendations (see Figure 1).

Research

The initial phase of work included background research in order to develop a robust understanding of the current state of commute program outreach in the region. The research established a strong foundational understanding of the agencies and organizations that Metro works most closely with, service coverage areas, existing commute program offerings, equity-related issues, and how programming is currently monitored and evaluated. This research can be found in the RTO Commuter Program Current State Report, Appendix A.

Figure 1 Project Process Chart



Stakeholder Conversations

Following the research phase, engagement with partners focused on learning more about their existing programs, partnership coordination, and identifying opportunities for program efficiency and potential for improved collaboration. The project team held engagement sessions with four distinct groups of Metro partners:

1. A 'core team' who work most closely with the RTO team
2. A broader group of partners delivering commute programming across the region (which included partners such as Ride Connection, Washington County and SMART)
3. Metro and ODOT managers and staff
4. Businesses who provide commute services to their employees

The outcomes from the partner engagement informed the creation of a shared vision and goals for streamlined commute programming in the region. From the conversations, it was clear that partners value collaboration among themselves and with Metro to receive support and achieve common goals related to messaging and communication, program delivery, and vehicle trip reduction.

However, labor shortages and funding constraints pose key challenges when it comes to retaining adequate partner staffing and meeting program needs. The lack of data and coordination to address the needs of the changing commute landscape were voiced as a key area for the need in leadership. Partners also noted that there is a lack of clarity on the framework for monitoring and evaluation of the ECO survey.

In terms of opportunities, partners expressed interest in policies that support sustainable commute options, active transportation infrastructure improvements, transit-supportive land use, and new mobility options.

In addition to engagement with partners, the project team engaged with businesses in order to learn about the current services the businesses are using and understand the types of services Metro could provide to support their commute programs.

The participants identified the following as having been successful in changing employee behavior when promoting commuter travel options:

- transit passes
- end-of-trip facilities for cyclists
- carpooling/vanpooling
- pre-tax payroll deductions
- emergency ride-home programs

They expressed interest in improved collaboration between Metro, TriMet, and other transportation agencies in the area to improve commuters' transit experience and helped to identify ways in which the regional commute program could support the employers' efforts. For example, participants discussed an updated, easier-to-navigate universal pass program, a centralized and up-to date information hub for commuters, and incentives for additional modes beyond transit. While the *Get There* campaign does provide a comprehensive resource for commute information,, there may be opportunities to create more awareness about how to maximize the brand and it's existing tools.

For more on the summaries of stakeholder comments from the partner workshop and business focus group, please refer to Appendix B.

Goal Setting

The research and stakeholder conversations identified the breadth of commuter programming undertaken by Metro and its partners. It also shed some light on opportunities for better coordination and collaboration across the region to provide more efficient and effective services. The following goals were developed considering the input gathered from the conversations with stakeholders and through coordination with Metro staff.

Program's Goals:

-  **1.** Increase regional collaboration and leadership around commuter programming
-  **2.** Advance and increase commuter programming through policy
-  **3.** Prioritize equity in commuter programs

Action Plan

To guide Metro in taking steps to achieve the goals outlined above, the team developed an Action Plan. The following section of the report provides further details on the recommendations, including objectives that advance the identified goals and recommended key actions to be taken over the next 5 years to achieve the regional vision for commute programming.

-  **4.** Increase awareness, breadth and reach of Regional Commute Programs
-  **5.** Achieve adequate resourcing for commuter programming
-  **6.** Collect regional data to demonstrate impact and refine programming

2. Action Plan

Overview




The following section further describes the goals, objectives and recommended actions for Metro and its partners to undertake as part of a regional commute program strategy. These elements are outlined below:

- **Goal:** Broad aspiration for commute programming in the region
- **Objective:** Concrete milestones to be achieved
- **Action:** Recommended steps for an individual organization or groups to undertake to achieve each objective. Each action identifies which agency, organization, or partners will lead and collaborate on the recommended action and the recommended timeframe within which to complete each action. The timeframe notes: short (1 year), medium (2-3 years), and long (4-5 years) term actions

Table 1 below provides a summary of all goals, objectives, and actions.

Table 1. Summary of all goals, objectives, and actions

Goal	Objectives	Action(s)
 1. Increase regional collaboration and leadership around commuter programming	1.1 Partners fully understand their role, the roles of others, and how to best collaborate across the region	1.1-A Create a Regional Work Plan to define leadership structure, roles, and programming focus areas.
		1.1-B Create an overall regional identity framework that positions <i>Get There</i> as the primary brand for employer outreach.
		1.1-C Undertake grant program review focused on encouraging and evaluating partner collaboration.
		1.1-D Create an RTO Communications Plan to ensure partners are well-informed of opportunities, collaboration, and partner activities.
		1.1-E Connect partners and other relevant organizations through an annual or bi-annual workshop.
	1.2 The business community participates in commute programming more actively	1.2-A Host yearly focus groups, surveys and conduct outreach to refine <i>Get There</i> and associated programming.
		1.2-B Create opportunities for the business community to become meaningfully involved in programming and decision-making, including ECO Rules programming.

Goal	Objectives	Action(s)
 2. Advance and increase commuter programming through policy	2.1 Policy and programming is informed by engaged jurisdictions, in coordination with larger regional and state efforts	2.1-A Collaborate with jurisdictional partners, stakeholders and communities through formal regional and local working groups.
	2.2 TDM goals around commute programming are supported by RTO's policy agenda	2.2-A Broaden RTO staff roles to include policy direction for TDM. 2.2-B Commute partners and goals inform RTO Strategy update.
	2.3 Partners and employers that are required to offer TDM programming by their jurisdictions or other entities have support to meet goals	2.3-A Respond to emerging policy that formalizes TDM at the state, regional, and local levels.
 3. Prioritize equity in commuter programs	3.1 Equity is built into all commute programming	3.1-A Conduct an equity assessment and action plan for commute programs. 3.1-B Prioritize partnerships with affordable housing developers to identify commuter programming opportunities that benefit residents and employees. 3.1-C Prioritize support for employees that are not traditionally served by commute programs, including BIPOC communities, service workers and people who hold hourly wage jobs.
 4. Increase awareness, breadth and reach of Regional Commute Programs	4.1 All areas in the region are fully covered by commute programming	4.1-A Update and utilize the TDM Inventory to identify gaps and opportunities. 4.1-B Establish a process for Metro to fill service gaps with assistance from consultants or contracted partners. 4.1-C Work with partners to support their work with employers, help grow their regional partnerships and adapt to changing commute patterns.
	4.2 Commute Programming includes multi-modal travel options beyond fixed-route transit	4.2-A Increase support and capacity for micro-mobility programming across the region to support commutes not served by frequent service and/or high-capacity transit. 4.2-B Develop commuter-focused bike and pedestrian programming.
	4.3 Metro serves in a leadership capacity for ECO programming	4.3-A Work with ODOT and DEQ to position Metro, under the <i>Get There</i> brand, as the go-to organization that coordinates ECO programming in the region. Programming would be delivered by <i>Get There</i> partners.

Goal	Objectives	Action(s)
 <p>5. Achieve adequate resourcing for commuter programming</p>	<p>5.1 Adequate resources exist to support additional staff time from partners</p>	<p>5.1-A Assess staffing needs into a regional recommendation.</p> <p>5.1-B Continue to work with ODOT and jurisdictions to advocate for adequate funding through formula adjustments and new funding.</p>
	<p>5.2 Jurisdictions' efforts to provide commuter programming are supported</p>	<p>5.2-A Work with jurisdictions in applying to Emerging Partner grant categories and participate in county/regional TDM workgroups</p>
	<p>5.3 Metro work is focused on regional efficiencies, such as lead generation and Employer Transportation Coordinator (ETC) education to minimize the burden on partner programs</p>	<p>5.3-A Create an ongoing ETC recruitment, training, and recognition program.</p> <p>5.3-B Devise a system for employer lead generation, collaboration, and maintenance of contact database for use by all regional partners involved in employer outreach</p>
 <p>6. Collect regional data to demonstrate impact and refine programming</p>	<p>6.1 A standardized set of metrics and data are collected by commuter program implementers across the region (beyond ECO)</p>	<p>6.1-A Work with partners to move toward standardized data collection across the region.</p>
	<p>6.2 Various technology are leveraged to support data collection and innovation</p>	<p>6.2-A Explore partnerships with micro-mobility providers and data aggregators.</p> <p>6.2-B Incentivize the development of custom tech tools in the grant process.</p>



Goal 1

Increase regional collaboration and leadership around commuter programming

Collaboration between and among Metro and its partners can lead to better and more efficient programming across the region. It will cut back on duplicative actions and help partners identify opportunities to grow and expand their current programming.

1.1

Objective 1.1: Partners fully understand their role, the roles of others, and how to best collaborate across the region

In order to increase collaboration between partners, it's important that agencies align with the RTO strategy, utilize clearly establish leadership, and understand with whom they can collaborate and how. Recommended actions for this objective aim to make the roles of partners and programs clear through guiding documents and clear branding, and aim to encourage collaboration through funding mechanisms and regional partner programming.

Action 1.1-A Collaborate with partners to create a Regional Work Plan to define leadership structure, roles, and programming focus areas.










To streamline regional TDM programming efforts to meet shared goals, a Regional Work Plan will define the roles of Metro and each of its regional partners in achieving a comprehensive regional commute program. Details on each partner's key programming focus areas, responsibilities and accompanying actions will be outlined. The Regional Work Plan should also specify high-level policy agenda goals and detail on brand structure, including an overview of how partners and their work fit within the statewide commute brand, *Get There*.

Action 1.1-B Create an overall regional identity framework that positions *Get There* as the primary brand for employer outreach.

Clear and consistent branding can help partner agencies be effective and efficient communicators with a united message and set of tools. ODOT's *Get There* brand geared at employee and commuter programming at the statewide level provides an opportunity to demonstrate hierarchy and relationships and call out the commute-specific programming among broader TDM efforts.

Metro and partners will create a regional sub-brand of *Get There*, which will in turn allow partners to adjust their branding to align commute programming with both the regional and statewide programs. The brand framework will detail the brand package, including logos, marketing and outreach products, tools, and events.

Legend

Short Term			
Mid Term			
Long Term			

Implementation Timeline



Lead and Collaborators


Metro and RTO Partner Workgroup

Implementation Timeline



Lead and Collaborators


Metro and ODOT, RTO Grantees

Implementation Timeline

Lead and Collaborators
Metro

Action 1.1-C Undertake grant program review focused on encouraging and evaluating partner collaboration.


The review of the current grant program will focus on both the grant application process and the evaluation process to increase effective collaboration between partners. For example, Metro will provide resources and opportunities to establish partnerships amongst the grantees during the application and scoping phases, such as partner lists and virtual or in-person collaboration events. Additionally, Metro will outline expectations for partnerships within the grant application itself.

Expanding the ‘Partnership’ metric in the Multiple Accounts Evaluation (MAE) Framework to further evaluate both the quality and nature of partnerships amongst grantees will provide valuable insights to growth and opportunity areas for the grant program.

Implementation Timeline

Lead and Collaborators
Metro

Action 1.1-D Create an RTO Communications Plan to ensure partners are well-informed of opportunities, collaboration, and partner activities.

To further support coordination efforts, an RTO Communications Plan will detail how to adapt and build upon existing communication tools (e.g. Basecamp) to encourage their use among partners and better foster communication and collaboration. The Plan will identify appropriate levels and types of communication between Metro and groupings of partners.

Implementation Timeline

Lead and Collaborators
Metro and all RTO Partners

Action 1.1-E Connect partners and other relevant organizations through an annual or bi-annual workshop.

To foster knowledge transfer and experience-sharing between partners, Metro (in collaboration with regional partners), will host workshops on an annual/bi-annual basis. One approach for organizing these workshops is on a topic-specific basis. For example, streams could focus on:

- Working with the Street Trust to support partner collaboration concerning commuter programming through their annual Active Transportation Summit. This would be an opportunity for partners to highlight some of their successful programs and learn from each other
- Convene TDM-focused partners, vocational education organizations, and other community-based organizations (CBOs), for a workshop focused on transportation and commute trip equity in the region, which will advance efforts to create a program-wide approach to equity (addressed in Goal 3)
- Organize a working and collaboration group of RTO grantees and partners that engage with college and university students and staff to fill the unique collaboration and partnership needs of RTO’s grantee and partners who serve college and university commuters

1.2

Objective 1.2: The business community participates in commute programming more actively

The active involvement of the business community in regional commute programming will ensure that efforts remain relevant and are impactful in shifting travel behavior at the site level. Recommended Actions for this objective outline approaches to engaging the business community and identify the types of insights Metro will want to seek from this important stakeholder group.

Action 1.2-A Host yearly focus groups, surveys and conduct outreach to refine *Get There* and associated programming.

As a way to involve the business community and get feedback on the use of regional resources, Metro will host a yearly focus group of businesses to seek their feedback on what is useful and what can be improved. Steps to create a focus group might include:


- Identifying which businesses participate: Metro will likely want to involve the businesses with which they engage most, but this will also be a good opportunity to allow new businesses to learn about Metro and their program support
- Determining the types of questions that would be asked: Beyond a baseline of what programming the employers are utilizing already, Metro will want to also understand the challenges businesses face. The focus groups could dive deeper into questions about program sign-off or approval to better understand what types of programming might be most difficult for businesses individually, and where regional support might be most helpful
- Analyzing the discussion points to create actionable next steps on how to refine the programming: Following the focus group conversations, it will be important that Metro review the outputs and utilize lessons learned to continue to shape its program
- Assessing the level of satisfaction of business participation: Metro will likely provide a follow-up survey or quick poll to these focus group participants and engage a larger group of businesses to gauge the level of satisfaction of the *Get There* commute programming. A simple survey will be submitted to a broader business audience to understand their feelings about:
 - Diversity of commuter resources offered
 - Versatility and use of the provided promotional toolkit items
 - Likelihood to continue working with Metro to support their commute programming

Implementation Timeline



Lead and Collaborators

Metro

Implementation Timeline

Lead and Collaborators
Metro

Action 1.2-B Create opportunities for the business community to become meaningfully involved in programming and decision-making, including ECO Rules programming.

Based on the results of outreach described in Action 1.1-A, Metro will provide opportunities for the business community to shape the programs supporting them, including programming to support the newly updated ECO Rules. This may include:

- Create space for collaboration with partners through regional and county-level TDM groups
- Support partnership development with jurisdictions to ensure local policy aligns with ECO requirements
- Encourage the creation of regional boards to influence and participate in ECO Rules decision making

Direct and engaged collaboration with the business community will mean that Metro's supportive programs and guidance documents are responding directly to needs and can best support impactful programming at the employer level.



Goal 2

Advance and increase commuter programming through policy

A regional policy-supported approach to TDM will help formalize partnerships and efforts around commute programming. It will enable a strategic and structured approach to resourcing and collaboration as partners work together to advance shared goals.

2.1

Objective 2.1: Policy and programming is informed by engaged jurisdictions, in coordination with larger regional and state efforts

To successfully improve regional commute programming, it is important to ensure multi-jurisdictional interests are understood and help shape outcomes. Actions for this objective identify recommended approaches to formalize collaboration with partner groups to collectively reach goals.

Action 2.1-A Collaborate with jurisdictional partners, stakeholders, and communities through formal regional and local working groups.

It is recommended that two sets of Working Groups be created and facilitated by Metro, namely a Regional Policy Group and a set of Countywide Working Groups.

The Regional Policy Group will be comprised of both jurisdictional and business partners to inform policy and programming decisions.

The Countywide Working Groups will consist of representatives from interested jurisdictions, and other stakeholders, to organize commute programming at the county level. Their responsibilities will likely include:

- Developing sample work plans for TDM coordinators
- Guiding policy initiatives and programming work on the county level
- Coordinating/ pooling resources to collectively support programming needs and opportunities

Implementation Timeline

Regional Policy Group



Countywide Grouping Work




Lead and Collaborators

Metro, Jurisdictions, Nonprofits and Community Organizations, Transit Providers

2.2

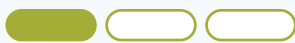
Objective 2.2: TDM goals around commute programming are supported by RTO's policy agenda

Enshrining Metro's regional commute programming role in policy will ensure that the organization is backed by the appropriate mandates or supportive programs in carrying out its work. Recommended actions for this objective identify key operational and strategic opportunities for the RTO team.

Implementation Timeline

Lead and Collaborators
Metro

Action 2.2-A Broaden RTO staff roles to include policy direction for TDM.

As Metro takes a more active role as the leader and coordinator of commute program activity in the region, it is important that they are actively engaged in advocating for, creating, and implementing TDM policy. Metro will take an active approach in securing their involvement by ensuring that Metro staff are empowered and positioned to participate in policy decisions at the regional and state level.

Implementation Timeline

Lead and Collaborators
Metro

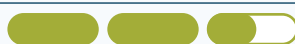
Action 2.2-B Commute partners and goals inform RTO Strategy update.

Metro's RTO team is planning to develop an updated program strategy in 2023. The strategy will include guidance for the program as a whole and provides an excellent opportunity to formally outline Metro's intentions for a more coordinated approach to commute programming and policy. The Commute Program staff and partners will participate in the strategy update process to ensure that commuter programming and collaboration across the region are incorporated.

2.3

Objective 2.3: Support for partners and employers that are required to offer TDM programming by their jurisdictions or other entities

Metro's support for municipal partners and employers as they navigate evolving TDM requirements will be critical for both the success of individual TDM programs as well as the overall regional TDM programming efforts. Recommended actions for this objective outline how Metro can best provide the necessary support to partners as TDM and commute-related requirements evolve.

Implementation Timeline

Lead and Collaborators
Metro

Action 2.3-A Respond to emerging policy that formalizes TDM at the state, regional, and local levels.

As more jurisdictions implement their own TDM-supportive policy, more employers across the region will deliver their own commute programming at the site level. Metro will take an active role in working with jurisdictions that may be considering implementing policy, whether it be through developer requirements or supportive programs for their city or county employers. Within the forthcoming regional coordinated brand, it will be easier for employers to tap into services to comply with local policy.

Work may include:

- Development of a TDM policy statement and direction for the 2023 RTP
- Implementation of the Regional Mobility Policy update (RMPU), including:
 - Engaging with Metro to support identification and development of a regional TDM system, which includes commute programs as an essential component
 - Supporting jurisdictions in their system planning processes as they are updated in compliance with the RMPU
- Provision of oversight and guidance to ECO Rule programming direction and policy (where allowable)
- Support for efforts to incorporate TDM into large regional and state efforts around multi-modal travel, such as capital projects and tolling



Goal 3

Prioritize equity in commuter programs

Metro's RTO program has committed to advance racial equity in travel options to ensure that all residents in the Portland Metro region can get to where they need to go safely, affordably, and efficiently. Making equity a priority when planning and implementing commuter programming will ensure that the Program advances this commitment.

3.1

Objective 3.1: Equity is built into all commute programming

It is essential that commuter programming across the region is shaped and implemented through an equity lens providing all commuters in the Portland Metro region accessibility to high-quality travel options that work for them. Actions for this objective identify key opportunities for Metro to focus equity-related efforts with respect to delivering commute programming across the region.

Action 3.1-A Conduct an equity assessment and action plan for commute programs.

Metro will conduct an assessment and action plan to identify gaps and opportunities within the current approach to equity within commute programming. The equity assessment and action plan should align with the goals and outcomes identified in Metro RTO's Racial Equity Strategy. Specifically, Metro will want to better understand the barriers and burdens faced by equity-seeking groups in accessing commute programming. With this understanding, Metro can then effectively address these issues in partnership with the respective communities, and with a focus on the long-term relevance and ability for its programming to positively impact their livelihoods.

Action 3.1-B Prioritize partnerships with affordable housing developers to identify commuter programming opportunities that benefit residents and employees.

In collaboration with partners, RTO staff will prioritize strategies that support commute trips to and from affordable housing and multi-family housing sites. This may include commuter benefits for affordable housing residents, shared vehicle or carpool coordination support, or improved transit access through on-site amenities, and support for residents with last-mile challenges. The Metro team will work with their TMA and jurisdictional partners to bring developers and property managers for affordable housing sites into conversations around commute programming to better understand what services will be most useful for their residents.

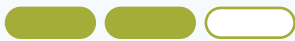
Implementation Timeline



Lead and Collaborators

Metro

Implementation Timeline



Lead and Collaborators

Metro and Partners

Implementation Timeline



Lead and Collaborators

Metro and WTA

Action 3.1-C Prioritize support for employees that are not traditionally served by commute programs, including BIPOC communities, service workers and people who hold hourly wage jobs.

While it has become increasingly acceptable for many traditional office workers to work remotely, retail, restaurant, and other wagedworkers must still commute regularly. Metro will address this by ensuring that commute programming, previously more focused on serving workers with more traditional office schedules, can support service workers as well. The following process can help inform how best to prioritize support for this target group:

- Review existing regional employment data for BIPOC and low-income individuals, to help prioritize gaps
- Identify types of organizations or groups that work with low-income communities and might be interested in partnering to support commute programming for those populations
- Build upon Westside Transportation Alliance's (WTA) Essential Workers efforts, and host a focus group to identify the unique needs of such employees



Goal 4

Increase awareness, breadth and reach of Regional Commute Programs

In order to successfully shift travel behavior, it is essential that commuters across the region know of and have access to a variety of travel options that serve their needs and enable them to access the places they need to go in a safe, reliable, and efficient manner. Stakeholder feedback echoed the need to promote the range of travel options in addition to transit, particularly in geographic areas that are not served by transit.

4.1

Objective 4.1: All areas in the region are fully covered by commute programming

In order to advance regional equity-related efforts, it is essential that the entire Portland metro area is served by commute programming. Recommended actions for this objective outline how Metro can refine its approach to grant distribution, identify opportunities to address service gaps, and conduct targeted outreach from an equity-focused perspective.

Action 4.1-A Update and utilize the TDM Inventory to identify gaps and opportunities

In refining the RTO grant program to focus on underserved areas, Metro will outline service level categories (e.g. types of TDM services, defined/required service areas). Metro will define a process for regular updates to TDM inventory (acknowledging that updates to some of the original categories may not be possible due to the intense nature of data collection required). Regular updates to the TDM inventory will serve as a useful tool to identify areas that are not receiving enough or the right types of commute programming, and allow Metro to work with partners and jurisdictions to provide additional support in those places. Additionally, it will identify areas where certain commute programs are popular and could be streamlined to be delivered more efficiently or collaboratively.

Action 4.1-B Establish a process for Metro to fill service gaps with assistance from consultants or contracted partners.

Metro, in close coordination with partners, provides commute-related programming to areas underserved by commute programming directly through staff and consultant work, and indirectly through work with regional partners. The RTO team will utilize the information gleaned from regular updates to the TDM Inventory (outlined in Action 4.1-A) to prioritize filling geographic and service-level gaps across the region. The process will likely consist of:

Implementation Timeline



Lead and Collaborators

Metro

Implementation Timeline

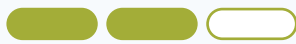


Lead and Collaborators

Metro

- Defining a base desired amount of commute programming desired across the region. This may be context-sensitive with more intensive targets set in denser areas better served by transit. It should align with the RTO grant Level of Support structure expected to be produced by Metro's broader RTO team in the 2023 grant cycle
- Utilizing the TDM Inventory to identify geographic areas where service levels are lower than desired
- Coordinating with County TDM working groups (outlined in Action 2.1-A) to understand how best to address service gaps
- Utilizing existing structures such as the grant program and Metro-led outreach to prioritize support for lesser-served areas

Implementation Timeline



Lead and Collaborators

Metro and Grantees

Action 4.1-C Work with partners to support their work with employers, help grow their regional partnerships and adapt to changing commute patterns.


Metro will support grantees in their coordination and outreach with their partners to maximize the use of the regional *Get There* brand (outlined in Action 1.1-B) and align with the new program framework (outlined in Action 1.1-A). This would involve:

- Working with TriMet to create a framework for programming (Action 1.1-A) that centers their role as a transit provider.
- Working with TMAs to maximize their effectiveness and reach, and research new markets
- Identifying opportunities for improved efficiency within the employer pass programs
- Identifying specific strategies to focus outreach to service workers and their employers (aligning with Action 3.1-C)
- Adapting scopes to address changing commute patterns and other long-term impacts due to COVID

4.2

Objective 4.2: Commute Programming includes multi-modal travel options beyond fixed-route transit


A variety of programming that features high-quality multi-modal options need to be available to increase the likelihood for shifting travel behavior to more sustainable modes. This will allow commuters to select the option that best suits their needs. The recommended actions for this objective identify how Metro can identify commuter needs and how to engage partners in implementing new offerings.

Implementation Timeline

Lead and Collaborators
Metro

Action 4.2-A Increase support and capacity for micro-mobility programming across the region to support commutes not served by frequent service and/or high-capacity transit.

In order to support multi-modal travel in areas less served by fixed-route transit, Metro will support multi-modal programming and innovation across the region. Support of this work provides an opportunity to address the needs of essential service workers that may not have the traditional 9-to-5 work schedules (as aligned with Action 3.1-C).

Similar to the process recommended in Action 4.1-B, after clearly defining gaps and opportunities Metro can carry out supportive programming through a combination of self-and consultant-operated processes and prioritization for transit gap areas within their grant awards.

Implementation Timeline

Lead and Collaborators
Metro and Working Group

Action 4.2-B Develop commuter-focused bike and pedestrian programming

Metro will work with their partners to formalize commute programming through new and existing bicycle and pedestrian-supportive programming such as new cyclist resources, bike and walk maps, bike share, and helmet loaner programs. For example, Metro can coordinate with their partner Go Lloyd's mobility committee to discuss creating programming and incentives that encourage walking and biking. Similarly, the Street Trust's Move More Challenge, which focuses on bicycle commuting, could be used to promote updates to bike and pedestrian programming or infrastructure.

Metro can provide opportunities for agencies and partners to scale up their programs or events and incorporate them into larger regional efforts. For example, partners and businesses have mentioned pairing transit with biking as the last mile connection and biking with secured bike lockers.

4.3

Objective 4.3: Metro serves in a leadership capacity for ECO programming

Metro, as the regional MPO and through its close collaboration with jurisdictions and partners, is well-positioned to play an increasing role in ECO programming. The recommended actions for this objective outline how Metro can leverage its inter-governmental relationships to provide increased support for employers subject to ECO rules.

Implementation Timeline



Lead and Collaborators

Metro, ODOT and *Get There*
Partners

Action 4.3-A Work with ODOT and DEQ to position Metro, under the *Get There* brand, as the go-to organization that coordinates ECO programming in the region. Programming would be delivered by *Get There* partners.

As Metro seeks to streamline commuter programming and data collection across the region, it is natural that they become the coordinating agency for partners working collectively to help employers comply with ECO rules. Metro will work with ODOT, the Department of Environmental Quality (DEQ) and impacted partners to agree on roles and reporting structure that ensures success of the updated Rules.

To best position themselves as the regional leader for ECO support and coordination, Metro may want to consider undertaking the following steps:

- Coordinate programming that helps employers successfully comply with ECO Rules and reach their TDM plan goals.
- Coordinate with transit and other service providers to help ensure their programming is helpful for employers and aligns with any requirements specified in the forthcoming ECO Rules update
- Support partners in their work to guide employers to select strategies that are appropriate for the regional context through templates and direct support
- Facilitate connections between employers and Metro partners for more specific or local programming, where appropriate



Goal 5

Achieve adequate resourcing for commuter programming

Commuter programming can be limited by resource constraints, including staffing and program funding. Ensuring that resource needs on a regional level are well understood and that there is a coordinated approach to filling resource gaps will be essential to the overall success of commuter programming in the region.

5.1

Objective 5.1: Adequate resources exist to support additional staff time from partners

In order to achieve the goals outlined in this document, it is essential that the necessary and appropriate resources are in place. The recommended actions for this objective outline a process for regional coordination in defining the required resources to ensure that partner programming is appropriately supported through adequate staffing and funding.

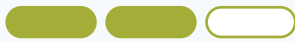
Action 5.1-A Assess staffing needs to formalize a regional recommendation.

In the development of this report, the project team identified the number of full-time staff working across Metro and their partners' programs. However, a more comprehensive and in-depth review specific to commuter programming is required to truly understand the level of resource constraint that exists across the region. Partners identified that they felt their time was constrained in relation to partnership development, lead generation, transit pass coordination, and paperwork, but further review is required to determine the necessary capacity for each program to operate at the desired level of efficiency and effectiveness.

Metro will engage in conversations with partners to understand the staffing gaps needed to carry out programs on a case-by-case basis. It will be important to determine whether specific types of partners or organizations are more constrained than others, and whether there are additional specific activities with which partners struggle to maintain adequate levels of coverage.

Based on those conversations, Metro will formalize a regional recommendation to help partners set their own internal staffing targets and provide supportive programming in 'need areas' that might allow staff to focus efforts on broader programming. For example, Metro may want to consider whether there are opportunities to work with transit agencies to streamline transit pass reporting so partners can free up time for other activities.

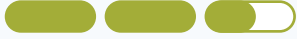
Implementation Timeline



Lead and Collaborators

Metro and Working Group

Implementation Timeline



Lead and Collaborators

Metro

Action 5.1-B Continue to work with ODOT and jurisdictions to advocate for adequate funding through formula adjustments and new funding.

Newly projected state and federal funding opportunities will require a coordinated and high-performing commuter program to ensure the region is competitive in allocations. Metro will work with partners to continue to engage ODOT and regional policymakers to advocate for funding levels that can ensure successful programming.

5.2

Objective 5.2: Jurisdictions' efforts to provide commuter programming are supported

TDM and commuter programming are most efficiently delivered on a personal level, where site coordinators or jurisdictions can respond to context-sensitive challenges and opportunities. In addition to providing some programming that directly reaches commuters, Metro should primarily focus on supporting their jurisdictional partners as the deliverers of commute programming across the region. The recommended actions for this objective describe how Metro can support its municipal partners in their efforts.

Implementation Timeline



Lead and Collaborators

Metro

Action 5.2-A Work with jurisdictions in applying to Emerging Partner grant categories and participate in county/regional TDM workgroups.

Metro defines Emerging Partners as organizations that have conducted travel options work in a limited capacity previously and wish to expand their efforts into a full-time, ongoing service. The opportunity to receive Emerging Partners grants will encourage jurisdictions to undertake preliminary TDM efforts, and will expose them to more formal and comprehensive programming through Metro, with the ultimate goal of moving them toward Core Partner status.

Metro will encourage jurisdictions to apply for Emerging Partner grants by helping them achieve at least a Level 2 status on the RTO Strategy's Travel Options Capability Index, meaning they are dedicating at least some time and funding to TDM or commute program activities. To educate and encourage jurisdictions to participate, Metro can host information and collaboration sessions for the grant application process created specifically for jurisdictions. These sessions would outline the level of effort that must be achieved prior to applying for an Emerging Partner grant, and provide guidance on the types of planning, staffing and materials or community outreach programs that Metro typically chooses to fund.

5.3

Objective 5.3: Metro work is focused on regional efficiencies, such as lead generation and Employer Transportation Coordinator (ETC) education to minimize the burden on partner programs

Planning for the continuity of programming is an essential part of building an efficient and sustainable program. The recommended actions for this objective identify strategies for Metro and its partners to facilitate efficiency across the regional program.

Action 5.3-A Create an ongoing ETC recruitment, training, and recognition program.

Engaged and active ETCs have a tremendous impact on travel behavior at the site level. In 2019, the Go SanMo TMO in Santa Monica studied engagement level of the ETCs in the City, and compared it to their sites' Average Vehicle Ridership (AVR) as they worked with the ETCs to become more engaged. They found that as ETCs participated more, their AVRs improved.

To maximize the promotion of commuter resources among partners and businesses, Metro will create a training and recognition program for ETCs in the region. This process will likely include:

- Working with partners, ODOT, DEQ to obtain contact information for ETCs in the region (see Action 5.3- B below)
- Encouraging and assisting companies who promote transportation options to apply for the Best Workplaces for Commuters recognition program
- Inviting ETCs to participate in custom training exercises (based on needs determined by the TDM Working Group outlined in Action 1.2-A) as well as regularly scheduled workshop and events
- Undertaking clear data collection to identify which ETCs from which sites are participating heavily and rewarding active and engaged ETCs through a recognition program. This might initially take the form of simple participation certificates or raffle entries, but could ultimately become formalized in a broader commute programming rewards event
- Continuing to monitor impact data through ECO reporting to identify most impactful types of trainings or engagement.
- Supporting connections for ETCs and Partners to the Association of Commuter Transportation (ACT) at local/ national levels as an opportunity to showcase program successes as well as to maximize promotions of ACT-sponsored TDM webinars

Implementation Timeline



Lead and Collaborators

Metro

Implementation Timeline
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Lead and Collaborators
Metro

Action 5.3-B Devise a system for employer lead generation, collaboration, and maintenance of contact database for use by all regional partners involved in employer outreach

Using the upcoming Salesforce platform provided by ODOT Transportation Options program, Metro will work with partners to consolidate efforts to generate leads and maintain a database of regional employers. Using this tool, Metro can:

- Ensure regional partners are coordinated and collaborative in their efforts to provide programming
- Partners, Metro, ODOT and DEQ are coordinated on ECO programming and surveys
- Comply with proper record keeping on state and federally funded initiatives
- Allow for easier reporting and increased transparency



Goal 6

Collect regional data to demonstrate impact and refine programming

A data-driven approach to planning for regional commute program will not only allow Metro to make evidence-based decisions, but will also offer partners and stakeholders transparency regarding those decisions.

6.1

Objective 6.1: A standardized set of metrics and data are collected by commuter program implementers across the region (beyond ECO)

Coordinating approaches to data collection will ensure that high-quality outputs are streamlined and available for planning purposes. The recommended actions for this objective provide a summary of the necessary steps for Metro and its partners to establish a robust approach to data collection and management.

Action 6.1-A Work with partners to move toward standardized data collection across the region

Both previous analysis from the Metro team (such as the 2019 RTO Evaluation) and the research undertaken to develop this report identified that while many commute programs across the region collect similar types of data, differences in specific reporting criteria and verbiage across programs make it difficult to combine into full regional reports. For example, individual commuters using the 'Get There' platform can specify that they are traveling by skateboard or scooter, but the current survey for the ECO Rules does not include those options.

Metro will conduct further review to define a framework for commute data collection in the region. Steps will likely include:

1. Along with partners, potentially utilizing the working groups identified in Action 2.1-A, determine the ultimate categories of metrics Metro would like to access for the region. These will likely fall into categories of outcomes (mode share, VMT reduced) outputs (program participation), actions (number of events held), and inputs (staff time spent)
2. Develop a more detailed comparison of current metrics collected by various programs, and align them with the categories identified in Step 1 to document discrepancies
3. Define set of metrics and design data collection framework with the goal of identifying opportunities for minor adjustments that would lead to improved coordination across the region. In order to ensure that partners will buy-in to any requests from Metro to collect data differently, it may be helpful to use existing programs and metrics as a base

Implementation Timeline



Lead and Collaborators

Metro

from which to develop new systems. For example, based on the current ECO Rules reporting forms which don't address trip distance, it may not be sensible to expect ECO-required employers to collect data specific to Vehicle Miles Traveled (VMT). However, Metro may want to define a standard process of estimating or calculating VMT from mode share data utilizing regional averages or other standard metrics.

It is important to consider that changes in reporting processes may not be immediate for partners who have already invested in technology, designed survey forms, or codified policy. Metro can work with partners to understand expected timelines and ensure they are able to support program update processes (such as the current ECO Rules review).

6.2

Objective 6.2: Various technologies are leveraged to support data collection and innovation

Exploring new technology-based partnership opportunities will support efforts to ensure that RTO's programming remains innovative. The recommended actions for this objective describe a number of entities with whom Metro may consider establishing relationships, and consider ways to support partners in expanding their programming and service reach.

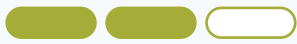
Action 6.2-A Explore partnerships with micro-mobility providers and data aggregators.

Metro will consider opportunities to partner with vendors to receive data, and consider grants or other partnerships that incentivize data specifically related to commuter programming, such as pilots with large employers. Metro may also want to vet or more formally partner with specific vendors, so partners are encouraged to work with the same providers and Metro has access to more complete data.

Action 6.2-B Incentivize the development of custom tech tools in the grant process.

The region may benefit from tools such as Dero ZAP (commuter wellness tracking) counters/tags that automate bike counts while offering individualized rewards can support accurate data collection. Metro will adjust their grant programs to prioritize grant applications that make use of creative technology solutions.

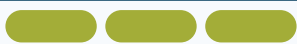
Implementation Timeline



Lead and Collaborators

Metro

Implementation Timeline



Lead and Collaborators

Metro

3. Other Considerations

In addition to the actions outlined above which provide guidance specifically to Metro, the regional partners identified five focuses and considerations of interest, to be considered as further action around commute programming is undertaken across the region:

1. **Disability access:** Metro could coordinate with their working groups to identify opportunities to address accessibility issues that may arise from different commuter modes. Additionally, Metro could work with Relay Resources and related organizations to provide areas of focus for the working group to consider and discuss.
2. **University and college coordination:** While bike programs on campus seem to have a positive reception by students/staff and are well used, Metro could provide more support and incentives to encourage using transit and forming carpools. There is an opportunity for Metro to ensure the varied programs at each school are coordinated and leveraged. Metro could provide opportunities for knowledge sharing and collaboration.
3. **Parking policy and programming:** Increased parking costs and structures can encourage people to seek out non-drive alone travel modes. Metro may want to consider supporting programs that encourage parking-cashout, demand-responsive parking, unbundling parking costs from property costs, preferred parking, and limiting parking supply.
4. **Encouragement of transit fare models that reduce administrative burden for all parties:** Transit agencies could streamline the administrative burden of partners and employers when issuing transit passes or answering employees' questions about transit by assessing the existing process for their employer program.
5. **Coordination and growth of programming focused on non-commute trip types:** Currently, the focus of outreach for most programs is the lone trip to work or school. Opportunities for collaboration with programming that addresses the many other trips people take for personal and recreational needs. Full-time telework and hybrid work schedules add another dimension to the trips being taken.

4. Conclusion

Metro and Partners have an opportunity to improve the efficiency and effectiveness of commute programming across the region. While there are currently many impactful efforts underway to promote transportation options to commuters, the region could benefit from improved coordination and collaboration, a stronger focus on equity, regional lenses on program delivery and evaluation, and more standardized data collection.

Metro's next steps are to work with their partners to develop a working timeline, define roles, and undertake the action plan.

Appendices

Metro Regional Commute Program: Current State Report



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1 Introduction

Metro is the regional government of the Portland metropolitan area, serving more than 1.5 million residents in 24 cities and three counties in Oregon. Metro guides investments in the region's communities and transportation system, while working to protect farms, forests, and clean air and water for future generations.

Metro's Regional Travel Options program (RTO, or the RTO program) supports transportation demand management (TDM) services in the region. Through the RTO program, approximately \$6.6 million in Federal Transit Administration (FTA) funds are awarded triennially to programs, organizations, and initiatives that help achieve RTO goals of reducing vehicle miles traveled and increasing access to mobility.

Metro's RTO program and its partners support a growing region by engaging employers and higher education providers in supporting non-drive alone commutes. These TDM efforts aim to change travel behavior through programs and outreach that complement capital infrastructure improvements. Programs aim to provide tangible incentives to use travel options, including transit passes, vanpools or prizes, and give commuters the information and tools they need to make decisions about how they get around.

TDM programs in the Metro region leverage the Oregon Department of Environmental Quality (DEQ) Employee Commute Options (ECO) rules that mandates participation from regional employers with more than 100 employees at a worksite to provide commute options plans that reduce the number of cars driven to work. Metro's RTO program and other TDM programs assist employers in meeting the ECO program requirements.

The region is currently at a pivotal point in providing TDM programs and services for employers and commuters. Since March 2020, remote work has impacted the current work landscape significantly. While rates of remote work are likely to decline as offices reopen, it will continue to be a viable sustainable option that reduces single-occupancy vehicle commutes. This could create long-term changes in travel patterns and will likely impact the way that the RTO program and its partners approach their programming. This is an opportune time for Metro and its partners to evaluate current strengths and weaknesses and develop a plan for the future of commute programming in the region.

This report is a summary of the existing conditions for commute programming in the region, based on the work conducted by the RTO program and its partners. The following information is organized into the following sections:

- **Partner Profiles:** A brief description of the RTO program's support for commute services and an introduction to the agencies and organizations it works with most closely.
- **Coverage:** A geographic overview of the coverage area for RTO and each partner.
- **Programs:** A high-level look at the services provided by each partner, and a review of collaborative efforts between them.

- **Equity:** Acknowledging equity as a major focus of Metro and the RTO program as a whole, an overview of how equity is viewed and addressed by partners.
- **Reporting:** A description of the types of commute data collected by RTO and its partners.

2 Project Purpose

Metro has contracted Steer to prepare this Current State Report to outline the existing state of commute-related outreach in the region. This report provides an in-depth review of the state of the commute programming in the region, describing its operations and current assets, resources, and structure for achieving the program's goals under changing conditions. Programs from both Metro and its partners, including transit providers, local jurisdictions, and transportation management agencies (TMAs) have been reviewed and organized to present a snapshot of current work in the region. This work includes programs directly funded through RTO's grants, as well as programs that work in collaboration or close partnership with Metro and RTO grantees.

The project team, consisting of RTO staff and three partners, collected reports and materials provided by Metro and its partners to create this Current State Report, which summarizes the partner roles, coverage area, programs, equity definitions, and data reporting.

Following this effort, the team will conduct a series of workshops and focus groups with both RTO partners and employers to discuss and gather feedback about vision, challenges and opportunities, and mutual goals for commute programming in the region.

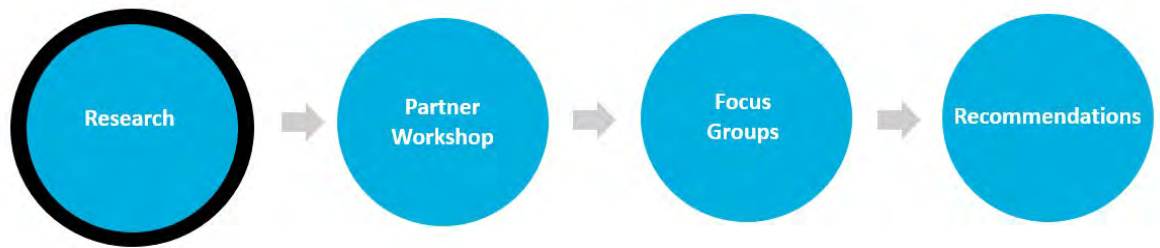
The team will then work with Steer to create a Commute Program Recommendations report, that will provide guidance related to:

- Goals and vision
- Leadership and roles amongst Metro and its partners, including the relationship between TDM programming and the ECO Rules
- Opportunities for leveraging TDM expansion
- Geographic coverage of program services, with a particular focus on equitable coverage
- Data collection, sharing and analysis
- Staff capacity across the region

Metro's RTO program aims to ensure that employers, property managers, and educational institutions are aware of the benefits they can offer and that these travel options and benefits are made known to their employees, residents, and students, respectively. The focus of this analysis is to ensure these programs and benefits are effective, equitable, and meet the needs of commuters.

While currently in the research phase, Figure 1 shows the project process and its various phases.

Figure 1 Project Process



Note: The Commute Program Analysis focuses specifically on the agencies or organizations that receive funding from the RTO program or maintain an official working partnership with RTO. While they are acknowledged briefly, the additional TDM efforts from supportive program providers, large employers with robust internal commute support programs, community-oriented job placement or service organizations, or local jurisdictions without designated commute support programs are not explored in detail in this report. These partnerships, or lack thereof, will be explored in more detail in the Commute Program Recommendations report.

3 Partner Profiles

Metro and its partners contribute to a wide range of TDM efforts that impact commute trips throughout the region. This section briefly describes how each of them delivers commute options programming and how they are connected to the RTO program.

Metro and Partner Overview

Metro

As the federally designated Metropolitan Planning Organization (MPO) for Clackamas, Multnomah, and Washington counties, Metro is tasked with coordinating, planning, and ensuring efficient use of the transportation system for the area. Metro manages the Regional Travel Options (RTO) program and leads facilitation of partner collaboration which includes funding acquisition and creating unified messaging campaigns and projects. While not the only source of funding, RTO is the largest sole source of dedicated funding to the region to support TDM programming, and the program provides over \$2.5 million in commute-related grants each three-year cycle.

Oregon Department of Transportation (ODOT)

The Oregon Department of Transportation provides statewide coordination through the Oregon Transportation Options Plan (OTOP), which provides policy guidance for state and local partners. The Plan works to enhance and expand transportation access for all Oregonians while ensuring that transportation investments are efficient and support broader community goals like growing the economy and improving personal and environmental health.

To support efforts to implement the OTOP in Region 1 (Portland Metro), ODOT provides funding to Metro in the form of a biennial grant, and through occasional competitive grants available directly to Metro's partners. The biennial grant funds the implementation of projects under ODOT's Get There brand (the statewide brand promoting travel options for commuters and employers), and other projects that support commute program initiatives and partner work, including Metro's regional coordination.

Oregon Department of Environmental Quality (DEQ)

DEQ's mission is to be a leader in restoring, maintaining, and enhancing the quality of Oregon's air, land, and water. In order to protect air quality, they have established the Employee Commute Options (ECO) rules, establishing a mandatory program for large employers. Under DEQ's ECO rules, employers with more than 100 employees at a worksite must provide commute options to employees designed to reduce the number of cars driven to work in Portland and the surrounding area.

In 2020, DEQ and state agency partners were mandated by Governor Brown's Executive Order directing State of Oregon agencies to take action to reduce and regulate greenhouse gas

emissions that meet GHG goals. The ECO program has been identified as an area of focus for improvement and statewide expansion and is currently being updated through a Rulemaking Advisory Committee, populated by state travel options program providers; and business, government, non-profit and community representatives.

TriMet

TriMet is the regional transit agency serving the three-county Portland-Metro region. In coordination with the Metro Regional Travel Options program, TriMet's commuter outreach program markets and delivers transportation demand management (TDM) programs and services to employers and colleges of all sizes throughout the Portland Metro region. TriMet's outreach program has developed relationships with employers and enrolled over 2,000 worksites across the region in a transportation program, of which 70% of the worksites have less than 100 employees. The employer transportation programs offer commuting information and incentives to employees including transit pass programs, pretax transportation benefit programs, and monetary incentives for non-SOV travel modes.

GoLloyd

Go Lloyd, a nonprofit Transportation Management Association (TMA), helps employers, employees, residents, community partners, and government entities work together to improve transportation in Portland's Lloyd neighborhood. Go Lloyd serves over 500 businesses, nearly 20,000 employees, and a growing number of residents in the neighborhood. Its primary purpose is to ensure that access to and from Lloyd is safe and convenient for all users.

Portland Bureau of Transportation (PBOT)

PBOT plans, builds, manages, and maintains an effective and safe transportation system that provides people and businesses access and mobility within the City of Portland. They do not currently have programming dedicated to addressing commute trips to work or college, rather they have a variety of efforts within their Active Transportation Division that address all trips, including their successful SmartTrips individualized marketing program, Transportation Wallet, Sunday Parkways and other active transportation campaigns, programs and policies. PBOT is looking into more commute and employer-based engagement programs per recommendations from [The Way to Go Plan](#) and [Pricing Options for Equitable Mobility Task Force recommendations](#).

Westside Transportation Alliance (WTA)

WTA is a member-supported nonprofit TMA that provides employers with customized commute programs and employee incentives to reduce single occupancy driving and encourage transit use, carpooling, bicycling, teleworking and walking for commute trips in Washington County. WTA provides education and incentive programs to encourage travel options use for people living or working in Washington County.

Wilsonville South Metro Area Regional Transit (SMART)

Operated by the City of Wilsonville, SMART hosts programs that encourage employees to commute by transit through their employer outreach and assistance in commute benefit programs. In addition to fixed bus routes and Dial-a-Ride, SMART manages the SMART Options Program which promotes alternatives to driving alone, such as riding, taking transit, walking,

bicycling and ridesharing. SMART also provides buses for special City events and pre-scheduled senior lunches, shopping, and other trips.

Clackamas Community College (CCC)

Clackamas Community College helps their faculty, staff, and students use travel options by providing educational materials and offering a variety of free or discounted options to get to their three campuses. They provide a free shuttle service between their three campuses, discounted TriMet passes, and a bike rental program.

Portland Community College (PCC)

PCC's Expanding Commute Options program works to increase awareness and access to alternatives to driving alone to their four campuses. Through outreach, education, events, a shuttle system that serves all four campuses as well as PSU, individualized support and access to reduced fare transit, PCC staff have helped thousands of students to safely access campuses via various modes of travel. These travel modes include biking, taking transit, walking, carpooling, or some combination of those modes of transportation.

Ride Connection

Ride Connection is a private, non-profit organization, dedicated to coordinating and providing transportation services to people with limited options in Clackamas, Multnomah and Washington counties. Ride Connection has been providing services and programming for 30 years including door-to-door and door-through-door transportation, travel training on public transit, community connector shuttles, and information and referral services.

Get Around Slabtown

Get Around Slabtown serves the Slabtown business, entertainment and residential district in NW Portland and is supported by district property owners. They coordinate educational programs and events to promote transportation options to employees, residents, and visitors. Their contracted staff help employers provide multi-modal benefits to eligible employees, assist with ECO rules compliance, and serve as a resource for employers to meet trip reduction goals.

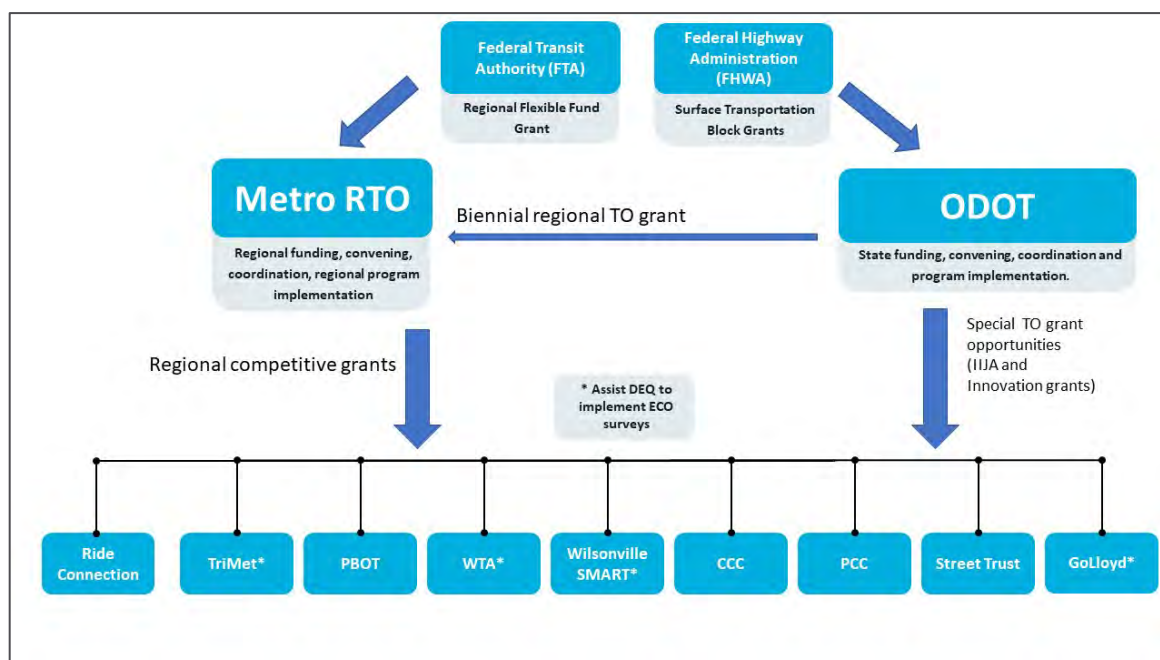
Portland State University (PSU)

PSU Transportation Services coordinate a suite of commute benefits for students and staff. Benefit programs include subsidized transit passes, bike and e-scooter memberships, free streetcar access, Bike Hub access, bicycle parking garages, and a variety of parking permit options including carpool parking.

Funding

Through commuter support programming, communities fund the efforts that assist employers and colleges in promoting, incentivizing and rewarding non-drive-alone trips. In the Metro region, this is done through two federal channels that are delivered to state and regional agencies, and are in-turn awarded through grant programs to local governments, non-profit organizations, colleges and universities, and community organizations for implementation. The following chart illustrates current partners' connection to these funding resources.

Figure 2 Metro RTO Federal Funding Chart



Source: Oregon Metro

Supportive Program Providers

This section is intended to describe agencies, organizations, and businesses that provide additional support to TDM strategies and efforts. Each of these organizations has contributed to the promotion of commuter campaigns, resources, and programs, even though they may not formally partner with the RTO program or provide comprehensive commute programming.

The Street Trust

The Street Trust operates the Move More Challenge, a regional campaign open to everyone in Oregon. The challenge takes place annually with the goal of completing as many trips as possible including bike, walk, electric or kick scooter, skate, and transit trips. The goal is to encourage a multi-modal transportation system that contributes to equity in access, opportunity, health, and prosperity for people and communities across the Portland Metro Region.

Central Eastside Industrial Council (CEIC)

The CEIC is a non-profit organization representing businesses and property owners in the Central Eastside Industrial District (CEID) in Portland, Oregon. The CEIC TDM program is designed to provide amenities to encourage smarter travel options so people working, living and visiting the district can get around more easily without a car.

City of Gresham

The City provides resources on transportation alternatives for employers on their website.

Oregon City

Through an RTO grant, the City recently completed a TDM plan to examine opportunities and challenges in parking, access, and transportation related to the redevelopment of the Willamette Falls Legacy Project, which is directly adjacent to existing downtown Oregon City. The plan outlines and prioritizes TDM strategies for Oregon City, leveraging existing conditions and providing the flexibility to respond to opportunities for action as they arise.

Large employers (Nike, OHSU, Providence, Washington County):

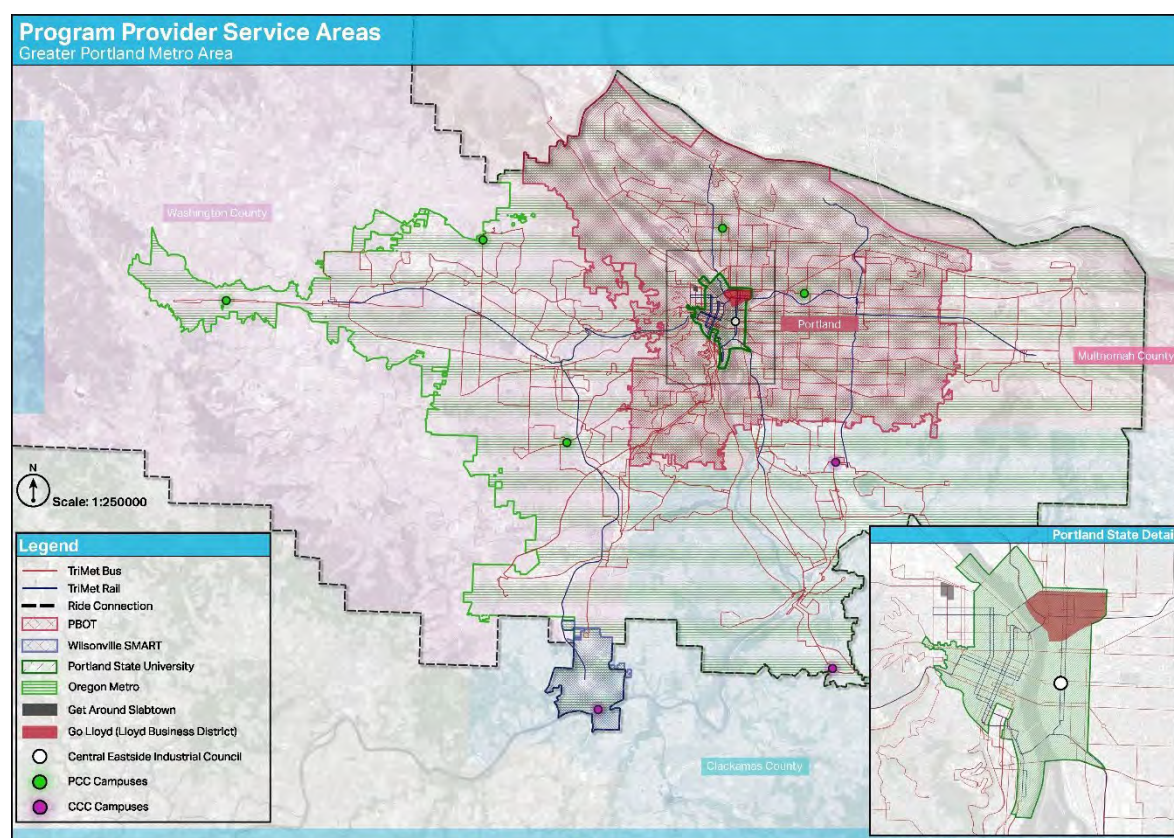
Some of the region's largest employers host transportation services within their organizations, providing commute benefit programs and transportation assistance directly to their staff. Often supported by regional partners, employers such as Nike, OHSU, Providence Medical Center and Washington County have Employee Transportation Coordinators (ETCs) that manage the acquisition and distribution of transit passes, operate bike share programs, facilitate parking pass purchasing, shuttles and vanpools, fulfill ECO requirements, and provide other supportive services.

4 Coverage

Metro and the RTO partners operate in portions of Oregon and Washington, with most organizations serving the Portland metropolitan area. This section discusses the geographic service coverage for each partner's program.

Figure 3 illustrates the service areas for each partner; Table 1 describes this in greater detail.

Figure 3 Program Provider Service Coverage Areas



Source: Steer, 2022

Table 1 Description of Program Coverage Areas

Program	Description of Geographic Service Coverage
Metro	Serves individuals in the Portland metropolitan area including 24 cities and portions of Clackamas, Multnomah, and Washington Counties.
TriMet	Serves the Portland metropolitan region including portions of Clackamas, Multnomah, and Washington Counties.
GoLloyd	Serves the Lloyd District, a neighborhood in the north sections of Portland. The Lloyd District comprises 575 businesses, 21,000 employees and residents.
The Portland Bureau of Transportation (PBOT)	Serves the City of Portland.
Westside Transportation Alliance (WTA)	Serves approximately 25 member businesses in Washington County. Additionally, anyone who lives or works in Washington County is eligible for the Commuter Kickbacks incentive program.
Wilsonville SMART	SMART serves the Wilsonville area, including bus connections to Portland, Salem, Canby, and Tualatin.
Clackamas Community College (CCC)	Serves the Clackamas Community College District in Clackamas County. They have three campuses, the main campus is located in Oregon City.
Portland Community College (PCC)	Serves students and staff traveling to and from PCC campuses and adjacent areas; this includes PCC's four campuses located within the following neighborhoods of Portland: Cascade, Rock Creek, Southeast Portland, and Sylvania.
Ride Connection	Serves Multnomah, Clackamas and Washington Counties.
Get Around Slabtown	Covers the Slabtown neighborhood in Portland, west of the I-405, where the I-405 U.S. Route 30 and I-405 merge.
Portland State University (PSU)	Serves students and staff traveling to and from their downtown Portland campus and adjacent areas.
Central Eastside Industrial Council (CEIC)	Serves the area bounded by the Willamette River to the west, Interstate 84 highway to the north, Northeast 12 th Street to the east, and U.S. Route 26 to the south.

Source: Steer, 2022

5 Programs

TDM programming offered by Metro and its partners primarily consists of the promotion of available incentives, most notably TriMet pass programs, complemented by location and audience specific projects and programs. TDM efforts consist of various forms of marketing and messaging, including print and digital newsletters; kits for new employees, residents, and students; and event tabling.

This section highlights the various programs delivered by Metro and its partners, including those funded by Metro, and those that are not. Snapshots of each partner's programs are described below. A program comparison matrix, shown in Table 2, demonstrates the more specific components of TDM programming undertaken by each partner. Additionally, this section describes how partners have maximized resources and worked collaboratively.

Incentives

Incentive programs aim to instigate behavior change by offering a monetary or non-monetary reward before or after a modal shift. The theory suggests that people are motivated by a drive for incentives and reinforcement. Examples include: free or reduced transit passes, program sign-up "gifts," subsidized vanpools, and participation in prize drawings.

Metro and Partner Overview

Metro

Metro manages and leads the facilitation of the RTO program and partner collaborations. As described in earlier sections, the RTO program acts as a coordinating body for transportation options funding and program implementation throughout the region. In partnership with regional jurisdictions, non-profits, and public-private partnerships, RTO invests staff time and funding in the following program areas that support commute trip reduction:

- **Planning and collaboration:** Working with partners and regional stakeholders to create a vision for reaching collective goals, and supporting regional and state plans, such as Metro's Climate Smart Communities, the Oregon State Transportation Options Plan, and the RTO Program Strategy.
- **Collaborative work groups:** Leading projects that support regional and partner work, including regional resources such as Get There, Get There Challenge and supporting materials.
- **Research and evaluation:** Planning and managing regionally relevant research and overall grant program evaluation.
- **Policy advancement:** Supporting policy to put in place transportation initiatives that encourage transportation options.

- **Travel Options Grant Program:** Facilitating the RTO biennial competitive grant program that distributes funds to government, non-profit, and community organizations throughout the region.

The RTO Program has approximately 2 FTE to support commute programming with the following roles:

- Commute Program coordinator (1 FTE)
- Evaluation and Grant Program coordinator (.50 FTE)
- Management and Program supervision support (.25 FTE)
- RTO program and Get There administration (.25 FTE)

Oregon Department of Transportation (ODOT)

Get There Oregon, launched by the Oregon Department of Transportation (ODOT) and local partners across the state, helps commuters and employers shift commute habits and work practices one trip at a time. A couple of key components of this campaign are Get There Connect and the Get There Challenge.

Get There Connect is an easy-to-use trip planning tool available for users to compare commute options, find a carpool, participate in challenges for the chance to win prizes, and track stats like reduced carbon emissions, calories burned, and more.

The Get There Challenge is an annual regional campaign hosted by ODOT and its partners across the state that encourages people who live or work in Oregon to drive alone less and use transportation options more during 14 days in October. Participants are rewarded for logging any trip for any purpose using one of the following transportation options: bike, walk, transit, carpool, vanpool, train, skate, electric or kick scooter, or telecommuting.

ODOT currently has 1 FTE for travel options programming and TO grant management.

Oregon Department of Environmental Quality (DEQ)

The Oregon Department of Environmental Quality (DEQ) serves as the regulatory body and lead agency to enforce and facilitate the ECO rules in the Portland metro region. DEQ staff work with local employers and partners (see partnership graph) to ensure eligible employment sites have a TDM plan, and complete a biennial employee travel survey to measure success in reaching their trip reduction goals.

ECO Rule:

The Employee Commute Options (ECO) program applies to employers in Portland and surrounding areas with more than 100 employees reporting to a work site. These employers must provide programs that incentivize employee use of non-single-occupancy vehicle commute options. The incentives must have the potential to reduce commute trips to the work site by 10 percent from an established baseline. Employers are also required to survey employees on their commute habits biennially, and report to DEQ. The ECO program is part of a federally required plan to reduce smog levels.

First adopted in 1996, the ECO program rules are among several strategies included in the Ozone Maintenance Plan for the Portland Air Quality Maintenance Area that aims to keep the

area in compliance with the federal ozone standard. DEQ is the lead administration and regulatory agency for the rules but acts in partnership with several partners to support employers in compliance.

DEQ has one staffer (1 FTE) to facilitate this program.

TriMet

TriMet's commute outreach program engages employers and colleges in urban and suburban areas across the Metro region. Education and outreach activities include promotional campaigns, direct outreach to employers and their employees, and provision of online content that employers can use to educate their employees on travel options. The program also offers transit pass programs as a TDM tool.

TriMet's commute outreach program reduces vehicle miles traveled by educating employers about transportation programs available to their workforce, offering TDM campaigns, producing online communications, supplying educational materials about multi-modal transportation resources and meeting with employees.

TriMet's Transportation Options team works with employers and colleges of all sizes throughout the region to increase awareness of transportation options and commute benefit programs. In coordination with Metro, TriMet promotes regional commuting campaigns, the Get There commuting tool and transportation options resources. TriMet offers a set of transit pass programs designed for employers, and for colleges to offer students, to increase transit use and as an inroad to provide information about transportation resources available to employers.

The program collects commute survey data from employer worksites for its universal access transit program and offers survey support to employers who must survey for Oregon DEQ's Employee Commute Options rules. Staff measure mode changes with commute surveys using a proprietary survey application and a customized database to collect and analyze the results. Staff also collect quantitative data about transportation incentives and amenities at employer work sites. The commute survey data is made available in aggregate to the Metro RTO program.

Staff track qualitative information on outreach activities with employers and colleges using a customized CRM database. Activities are reported quarterly to Metro.

TriMet staff also provide support to RTO commute program delivery partners with transit operations information, opportunities to participate in campaigns, and pass programs.

TriMet's program is staffed by 5.25 FTE including the following:

- Fare Programs Manager (team management and program supervision support, program budgeting, agency campaign coordination) (.25 FTE)
- Transportation Options Coordinator (Central Business District outreach, grant and partner coordination, campaigns coordination, materials development) (1 FTE)
- Transportation Options Representative (East district outreach, New Resident Kit programming) (1 FTE)
- Transportation Options Representative (West district outreach) (1 FTE/temporarily 50-75%)
- Transportation Options Specialist (outreach, team support, survey processing and reports, Emergency Ride Home programming, transit pass programs support) (1 FTE)

- Transportation Options Specialist (grant reporting, program and survey database management, outreach lists, survey data reporting, transit pass programs support) (1 FTE)

GoLloyd

Go Lloyd serves the Lloyd neighborhood's residents, employees, and employers by providing transportation options information, resources, and assistance. Go Lloyd offers *Lloyd Links*, a custom-designed commute plan for employees and residents of the Lloyd neighborhood. The organization also administers monthly prizes to Lloyd community members who use Get There to track their commutes via the *Commuter Rewards* program. Additionally, the TMA offers programs, events, and resources for those who are interested in alternative transportation options, such as biking, walking, and transit. A monthly Mobility Committee, facilitated by Go Lloyd staff, brings neighborhood-specific transportation information to a group of community members. These meetings are open to the public and are used as a sounding board for Go Lloyd programs and decisions. Located within the Go Lloyd office (in Lloyd District) is the Go Lloyd Transportation Store where community members can purchase transit passes, bike and walking accessories, and receive personalized trip planning. The Transportation Store also distributes membership access for the Lloyd Cycle Station. Go Lloyd provides employers with administrative assistance for their employee transit passes (Hop cards) and other employee commute options.

Go Lloyd's is staffed by 4.075 FTE, which includes the following breakdown:

- Executive Director (0.8 FTE)
- Administrative/Transit Program Director (0.9 FTE)
- Transportation Demand Management and Outreach Manager (1 FTE)
- Program Coordinator (0.75 FTE)
- Office Manager (0.625 FTE)

Portland Bureau of Transportation (PBOT)

PBOT implements a Transportation Wallet program for individuals who live or work in the Northwest and Central Eastside Parking Districts. The Transportation Wallet includes a collection of passes and credits for use on transit, streetcar, bike-share, e-scooters, and car-share. Low-income individuals who qualify for TriMet's Fare Assistance Program have access to the Golden Transportation Wallet, which provides 50-75% off fares using the featured transportation services.

Additionally, PBOT offers a specialized Transportation Wallet offering beyond the parking district areas that is delivered to participants in collaboration with an affordable housing provider.

PBOT is staffed by 3.25 FTE that are dedicated to the Transportation Wallet and TDM Plans consisting of:

- Transportation Wallet staffer in parking districts (1.5 FTE)
- Transportation Wallet in Affordable Housing- Access for All staffer (1.5 FTE)
- New Mover / TDM Plans staffer (0.25 FTE)

Westside Transportation Alliance (WTA)

WTA programming reaches their business members and any resident living or working in Washington County. WTA helps members survey their employees to identify opportunities and understand challenges relating to encouraging increased use of transportation options.

They also support employers in complying with the ECO rules as needed. WTA staff help their members conduct surveys, and make recommendations to create or update auto trip reduction plans based on those results.

Additional member programs include managing incentive programs, providing customized resources and materials for employers, implementing shared mobility programs (bike share and e-bike trial programs), staffing at transportation fairs and events, consulting for commute and personalized trip planning for employees, providing local support for regional campaigns, and training for transportation coordinators.

WTA runs Commuter Kickbacks, a year-round incentive program that is available to anyone that lives or works in Washington County. WTA coordinates with public libraries to conduct educational programs that promote bicycling and pedestrian safety and encourage active transportation, and WTA supports selected community events to provide information and resources to help promote travel options.

WTA's staff consists of 2.5 FTE, which includes:

- Executive Director (1 FTE)
- Program Manager (1 FTE)
- Projects and Programs staffer (0.5 FTE)

Wilsonville South Metro Area Regional Transit (SMART)

SMART partners with employers to help employees find the best way to commute. SMART contacts new businesses of over 100 employees, usually through email, to assist HR representatives, or Employee Transportation Coordinators with transportation options for employees traveling to and within Wilsonville. SMART's Program Coordinator works with all large employers within Wilsonville annually at a minimum to offer worksite table opportunities at health fairs or transportation fairs that the company may be offering. Roughly 10-20 employers in Wilsonville invite SMART annually to table.

SMART offers free ECO survey assistance by conducting the ECO survey either by paper or electronically, processing the data and submitting the results to DEQ on behalf of the business. If a new or updated Trip Reduction Plan is needed, SMART assists the business HR/TC team in developing new plans with recommendations based on survey results to reduce commute trips. Some businesses are referred by DEQ and others contact SMART directly as they have worked with SMART in years past. Some prefer to not involve SMART and want to keep that information only between the company and DEQ.

SMART offers several support programs for commuters, including an Emergency Ride Home program for registered employers, and a new vanpool subsidy offered in collaboration with ODOT. As of June 2022, SMART is fare-free on all routes except the 1X to Salem. Monthly passes purchased by employers are offered and distributed for those who travel between Salem and Wilsonville.

SMART employs a Program Coordinator (1 FTE) to manage these programs.

Clackamas Community College (CCC)

The majority of TDM delivery for CCC includes promoting the free Xpress Shuttle, managing expansion of transit pass options, and encouraging healthy travel options. The Xpress shuttle is open to the public and brings employees and students to the Oregon City and Harmony campuses from the Clackamas Town Center Transit Station. CCC's program is focused on

student needs because the Transportation Office is within the Student Life and Leadership Department. HR manages employee needs with guidance from the Transportation Office.

Community fairs and other tabling events are organized to increase awareness of the transportation options. In order to better understand student transportation needs, the Transportation Survey is included in the biannual only student survey. An annual on-board intercept survey is also used to improve the CCC Xpress Shuttle. HR works with the Transportation Office to conduct the ECO survey, which is used to better understand employee transportation needs.

The CCC staff breakdown is:

- Transportation Systems Analyst (1 FTE)
- Transportation Peer Assistant (0.5 FTE)

Portland Community College (PCC)

Portland Community College serves staff and students at their campuses through the distribution of commuter promotional materials and trip planning at campus transportation fairs, special events, and through their transportation office. They also offer students and staff a Hop card discount and access to low-income fares when applicable. The college has a bike rental program, bike repair events, and has undertaken bike/pedestrian improvements on campus, such as improved bike parking and bike fix-it stations. PCC promotes BIKETOWN at the Southeast (SE) and Northeast (Cascade) campuses. With the re-launch of BIKETOWN as a bike share with electric assist PBOT included a hub and expanded service range to the outer east side.

They have 1.5 FTE dedicated to their transportation services.

Ride Connection

Ride Connection provides transportation to older adults and individuals with disabilities traveling to and from work through the door-to-door services. Community connector shuttles in Washington County are open to the public, and is a viable mode of transport for employees and students in the areas of service. The community connector shuttle routes were designed in collaboration with the community to ensure the needs of the individuals being served are met.

Ride Connection's RideWise travel training program provides access to information, public transportation training, and support centered on the safe and independent use of public transportation. The program serves older adults and individuals with disabilities, many of whom are learning to travel to and from employment sites and school.

In addition to their drivers and service center dispatchers (55 FTE) who support shuttle operations, Ride Connections programs are staffed by 11 FTE with the following roles:

- Operations Director (1 FTE)
- Program Managers (6 FTE)
- Mobility Manager (1 FTE)
- Travel Trainers (3 FTE)

Get Around Slabtown

Get Around Slabtown provides education and resources to employees and residents to increase awareness of transportation options, programs, and benefits. Key services provided by Get Around Slabtown include:

- Administering an annual Slabtown Travel Choice survey to all district employees, residents, and visitors.
- Providing on-call support and resources for employers to set up their multi-modal commute benefits programs, and maintaining periodic communication to offer ongoing implementation support.
- Managing a public website with extensive information and resources regarding transportation options, plans, and projects relevant to the neighborhood, and employer-focused resources including guides and FAQs for managing their commute benefits.
- Running in-person outreach events to promote transportation options for residents, employees, and visitors.
- Convening advisory committee meetings to ensure Get Around Slabtown's efforts are relevant and effective.
- Serving as liaison between Slabtown property owners and the City of Portland to promote key City transportation initiatives and implement the requirements of the Slabtown Master Plan.

Get Around Slabtown is staffed by a consultant team amounting to approximately 0.5 FTE.

Portland State University (PSU)

PSU provides resources to faculty, staff, and students to increase awareness of transportation options to get to the various campus locations. Key features of the program include:

- Connecting students with Viking Passes, which are subsidized.
- Offering free use of the streetcar.
- Providing term-to-term passes or TriMet reduced fare program to most students who qualify for these fares. Communication with students are done through fall tabling and emails once a term.
- Providing all students who qualify for financial aid free yearly BIKETOWN and Spin scooter memberships.
- Providing access to the Bike Hub, a "do-it-yourself" environment with the best tools, resources, and expertise for bike maintenance. Any student or staff/faculty member can be a member to receive discounted services; access to tools; pay for Vike Bike; get a helmet, bike, lock, and garage access.
- Providing ToPSU, which is an employee resource for carpool matching.
- Providing emergency ride homes through Lyft.

Staff involves heavy student involvement, and consists of:

- Student staffers (4)
- Staff members (4 FTE)

Central Eastside Industrial Council (CEIC)

The Central Eastside Commuter Pass, available through CEIC, is an asset for regular commuters in and around the district. This version of a Hop FastPass was created by the CEIC Transportation Policy Advisory Council, PBOT and TriMet and can be used for up to six

consecutive months for only \$17 each month that the rider plans to use TriMet services. Central Eastside employees and residents have access to over \$770 in credit toward a scooter, BIKETOWN, streetcar and Hop FastPass. Additionally, people in the district who qualify for TriMet's low-income transit fare can apply for a free Golden Transportation Wallet.

CEIC currently has no dedicated FTE for transportation work.

Table 2 Program Comparison Matrix

TDM Strategies	DEQ	TriMet	Go Lloyd	WTA	Wilsonville SMART	Clackamas Community College	Portland Community College	Ride Connection	Get Around Slabtown	PSU
Carpool										
Vanpool										
Transit										
Bike										
Bike Share										
Walk										
Remote Work/study										
New Employer/Student outreach										
ECO Surveys										
Get There Oregon										
Relocation Assistance										
Emergency Ride Home										
Incentive Program										
Recognition										
Benefit Fair Event Tabling										
Regional Events										
Employee Transportation Coordinator Education										
Shuttles										
Travel Training										
Employer Trip Reduction Plan										
Equity Program Focus Area										

KEY

Programming - leading or assisting in the implementation of programming to deliver these services or activities.

Marketing/messaging - inclusion of these services or activities in communications or outreach.

No offering at this time

Partner Collaboration

Metro and its partners frequently work together to leverage regional campaigns or programs by promoting them at local levels. Below is a brief description of major collaboration points for partners, followed by a table providing a simple overview.

Transit pass options: TriMet transit pass programs encourage employees and students to use public transportation through subsidized, free, reduced-cost transit passes provided or purchased through their employers or colleges. The transit pass program options are offered directly to employers through TriMet’s Commute Options outreach, and through collaboration with regional partners, who offer the passes as a part of the suite of commute benefits they assist in implementing.

Micromobility pass options: Public and private micromobility vendors work with regional partners to connect employers to benefit programs they could offer, and commuters to access pass options and learning opportunities.

Emergency Ride Home (ERH): TriMet and SMART offer an ERH program to employers that offer a transit pass subsidy of at least \$10 per employee per month. Regional partners work with TriMet and SMART to build awareness of the ERH program incentive where offered.

Get There: This statewide brand is led by ODOT and promoted at a local level by ODOT grantees and partners. Metro acts as regional coordinator, encouraging participation by partners in efforts such as the yearly Get There Challenge, promotion of the online tool, and other special projects and resources.

ECO survey and programming: A variety of partners support employers who are subject to DEQ requirements by helping with the facilitation of surveys. For example, if an employer is a WTA member, WTA can facilitate survey distribution and data analysis. Transit agencies and TMAs provide surveys to employers, often customized to the site, and submit finished surveys to DEQ for processing. Employers have the option to receive assistance from partners, or work directly with DEQ.

Transportation Wallet: A resource of PBOT, the Transportation Wallet is a collection of passes and credits for use on transit, streetcar, bike share, scooters, and car share. The program is offered to residents and workers in designated parking districts, certain new multi-unit buildings and affordable housing sites. Partners in implementation include service providers, such as TriMet and BIKETOWN, and community organizations to promote and deliver programming to residents.

Vanpool: In a vanpool, costs are shared by passengers, and can be supported in-part or in-full by an employer. Nationwide, especially in areas with high rates of congestion, long commute distances, or when facilities are tolled, vanpools are commonly coordinated through public programs, which offer a subsidy to further reduce costs for passengers and/or employers. Currently, subsidized vanpooling in the Metro region has limited operation through a pilot project with Wilsonville SMART (supported by ODOT), which provides \$500 per vanpool, per month. Other subsidized vanpools, which begin or end outside of the metro area, are supported by federal funds (49 U.S.C. 5307) or State Transportation Improvement Funds (STIF), that may pay for

up to 50 percent of costs of a vanpool, lessening the burden for employers and/or passengers. Within these areas, an entity authorized to accept 5307 funding reports vanpool Vehicle Revenue Miles information to the National Transportation Database (NTD) and becomes eligible for FTA reimbursement.

Transportation Resource Fairs: Collaboration is also demonstrated through the coordination of transit resource fairs across the district. Colleges and TMAs work with TriMet to attend events to give out promotional Hop cards and host commuter clinics where attendees can give direct feedback to TriMet reps and learn about service improvements. Partners also work with local jurisdictions and transportation non-profits for bike and micro-mobility education, training and repair services.

Table 3 below outlines some of the the instances of collaboration described above.

Table 3 Collaboration with Program Lead and Program Support Partners

Program	Transit Pass Program	Get There	ECO Survey	Emergency Ride Home	Transportation Wallet
Lead	TriMet SMART	ODOT	DEQ	TriMet SMART	PBOT
Program Support	<ul style="list-style-type: none"> • WTA • Ride Connection • PCC • CCC • PSU • GoLloyd • Get Around Slabtown 	<ul style="list-style-type: none"> • Metro (<i>regional lead</i>) • Multiple regional partners 	<ul style="list-style-type: none"> • TriMet • SMART • WTA • GoLloyd • Get Around Slabtown 	<ul style="list-style-type: none"> • WTA • Ride Connection • GoLloyd • Get Around Slabtown • PSU* 	<ul style="list-style-type: none"> • TriMet • Portland Streetcar • BIKETOWN • Free2Move • Spin/Lime/Bird • GoLloyd • CEIC

6 Equity

This section highlights how equity is addressed within commute programming efforts among Metro and its partners. Additionally, it describes committees that have provided feedback or monitored and evaluated efforts with the focus of transportation equity.

Note: Following the conclusion of the Commute Program Analysis, Metro plans to embark on an equity analysis for the RTO program. The equity analysis will help partners set collective goals related to equity and identify service and programming gaps for BIPOC, residents with low-incomes, LEP communities, and people with disabilities.

Equity definitions and goals

Metro and many partners include equity as a driving factor in their missions, goals and desired outcomes for TDM programming. Equity is used broadly to encompass race, ethnicity, income, and English proficiency, although Metro's agency and subsequent program equity plans include race as the central equity factor. The following sections describe ways in which Metro and its partners address or define equity in their programs.

Metro

Metro strives to cultivate diversity, advance equity, and practice inclusion in all of its work. In particular, their 2018 RTO Strategy Update addresses equity directly through Objective 2.2: *Allocate RTO resources in a way that prioritizes and impacts communities of color, older adults, youth, people with disabilities, and low-income households. It includes objectives to:*

- a. Strategically invest in partners, programs, and continuing education to reach communities of color and other new audiences including people with lower incomes, older adults, youths and people with disabilities, and other historically marginalized communities.
- b. Support small innovative projects to test new ideas for reaching communities of color, low-income households, and other historically-marginalized communities with travel options marketing and information.
- c. Provide information about ways to get involved in the RTO program targeted towards organizations that focus on reaching target communities, regardless of whether they have a transportation focus.
- d. Provide translation and interpretation services to partners for use in their program and advise on culturally-competent outreach.

Oregon Department of Transportation (ODOT)

ODOT strives to provide safe and reliable multi-modal travel options that connect people and help Oregon's communities and economy thrive by understanding the communities' diverse needs and values, and reporting how public input is used in the projects.

More specifically, goal nine of the Oregon Transportation Options plan is “to support the diverse transportation needs of people of all ages, abilities, income levels, and ethnicities throughout Oregon. Expanding and improving transportation options provides diverse populations across Oregon access to a range of local, regional, and statewide transportation options.” Stated strategies include:

9.1 Engage with a broad array of stakeholders and community organizations to include diverse perspectives and input in the provision of transportation options programs and services.

9.2 Provide transportation options to serve the needs of Oregon residents, including but not limited to, mobility-limited individuals, low-income households, communities of color, seniors, youth, persons with disabilities, and those with Limited English Proficiency and other vulnerable populations.

9.3 Gather and assess travel needs by directly engaging with communities in need. Based on identified needs, provide transportation options information through many forms of communication and media.

9.4 Expand communication networks for transportation options providers via partnerships with existing organizations and agencies to reach residents and visitors where they live, work, play, and travel.

9.5 Coordinate between transportation options providers and human service providers to improve efficiency and expand access. Utilize annual agency plans where data has been collected to inform needs assessments throughout the state.

Oregon Department of Environmental Quality (DEQ)

DEQ is committed to addressing equity in their effort to reduce harmful health and environmental effects to the communities of Oregon, such as reducing greenhouse gas emissions. These efforts present opportunities to explicitly address underserved communities which include people of color, women, those with disabilities, senior citizens, low-income households, and LEP households.

TriMet

TriMet is committed to transit equity through ensuring equity, fostering diversity and building a community and a system that is accessible for all. TriMet's Title VI program provides continuous oversight of system-wide service policies and standards to ensure the agency is in compliance and working to advance the intent of the Civil Rights Act of 1964. TriMet's annual service planning is guided by five priority considerations including equity, demand, productivity, connections and growth. TriMet also offers an income-based reduced fare and provides grant programs for nonprofit community-based organizations and social service agencies to provide free or reduced-cost transit fares to their clients.

TriMet's Commute Outreach program prioritizes outreach in previously underserved areas as TriMet rolls out transit service, amenities or makes changes to service or fares. The outreach also intentionally provides information for reducing transportation costs, such as reduced fares, to employers with service workers and industries where incomes may be below the median level. For college students, TriMet works to enroll colleges in transit pass programs to inform students about income-based reduced fares, as well as provide New Resident Kits that include a transit pass and reusable transit fare card to college housing buildings to provide to student residents.

TriMet and other partners including GoLloyd, Clackamas Community College, and Portland Community College actively partner to meet the similar goal of easing costs of transportation and transit fares.

The commute outreach program is informed in part by the agency's federal Title VI and equity requirements, the agency's diversity and equity vision, plus the equity direction in the Metro RTO Strategy and the Metro [TDM Inventory Needs and Opportunities Assessment](#).

GoLloyd

Go Lloyd is currently working with consultants, supported by a Metro grant, to develop an equity framework for the work of their travel options programming. Through this consultation Go Lloyd plans to improve the development and implementation of transportation programs through an equitable lens, ensuring that the correct populations are benefitting from the organization's work.

Portland Bureau of Transportation (PBOT)

PBOT's Transportation Justice work is defined by the climate and equity goals put forth for the bureau. Programs in operation like the Transportation Wallet are designed to address equity through a free low-income version of the offering. These initiatives help to serve BIPOC and low-income Portlanders with their transportation needs. Programs in development are screened and amended as they develop to concur with equity priorities outlined in the Equitable Mobility Framework and the Transportation Justice framework (in development).

Westside Transportation Alliance (WTA)

WTA's equity work is guided by an Equity Outreach and Engagement Strategic Plan that was created in 2021 by a work group consisting of representatives from public and private employers. The plan recommended that WTA use frontline and essential employees as the basis for its equity-focused workplace activities since people in these job types disproportionately represent communities of color and lower-income households. Through its incentive programs, WTA has introduced exclusive incentives for frontline employees and improved opportunities for frontline employees to win prize drawings as ways to target the benefits of these programs to people in these job types. WTA works to engage frontline employees from Washington County worksites to learn their barriers, needs, and interests and design future activities based on that feedback.

Clackamas Community College (CCC)

CCC is addressing equity through their DEI Strategic Plan, which was created in 2020 under the leadership of the CCC DEI Strategic Planning team. The plan identified Student Success, Belonging, Empathy, and Respect as guiding values related to Diversity, Equity, and Inclusion. Three Strategic Priorities with accompanying goals and objectives were developed to focus on the following areas:

1. Build the foundation needed to create and sustain a diverse, equitable and inclusive culture at CCC.
2. Identify and eliminate equity gaps for students.
3. Align instructional culture with principles and practices of equitable and inclusive teaching and learning.

Ride Connection

Ride Connection's equity work is guided by an equity plan that was created in 2020 by staff with the lead of the internal diversity, equity, inclusion and accessibility committee. The plan addressed all areas of the organization including board governance, leadership, human resources, finance, operations and community partnerships. The commitment of the Board of Directors and Staff to equity, diversity, inclusion, and accessibility within this framework is a top priority.

Get Around Slabtown

Get Around Slabtown promotes equity-centered initiatives from partner agencies, including:

- Portland Bureau of Transportation's Transportation Wallet for Frontline Workers, Honored Citizens, and low-income residents.
- TriMet's Lift transportation program for people with disabilities or disabling health conditions.

Committees Focused on Equity

While not directly related to TDM efforts, many of partner agencies engage in committees or working groups aiming to improve equity across the region. Those include:

- **TriMet:** Transit Equity Advisory Committee and Reimagine Public Safety Advisory Committee
- **City of Portland:** Pricing Options for Equitable Mobility (POEM) Task Force, an international Expert Review Panel.
- **Westside Transportation Alliance:** Equity Work Group
- **Wilsonville SMART:** Diversity Equity and Inclusion Committee
- **Clackamas Community College:** Diversity, Equity and Inclusion Committee
- **Ride Connection:** Mobility for Health advisory committee
- **City of Oregon City:** Community DEI Task Force

7 Reporting

Metro and its partners collect and use data that measures their levels of effort, participation in their programming, and the ultimate impacts on modal shifts of commuters. Data is collected through a variety of methods such as grant reporting, ECO survey delivery, and more bespoke data collection for individual partner agencies and programs. This section provides an overview of commute-related data collected across the region.

Grant data

Metro RTO grantees are required to give quarterly updates on the progress of their funded work and select measurement indicators from the Multiple Account Evaluation (MAE) Framework that are relevant to the program or project goals. It is through this framework that data is collected and reported. Examples of data collected through the MAE include:

- Auto trips reduced
- Demographics
- Geographic description
- Active trips
- Participants
- Impressions
- Partnership description

All grantees are also required to submit a final report summarizing the entire grant activity upon grant expiry.

ECO Survey

The ECO survey is required of the nearly 800 employment sites that fall under the requirement in the Portland metro region. Employers are required to survey employees on their commute habits biennially, and report to DEQ. Employers must reach a 75 percent response rate for employees on site. Worksites may work with partners such as TriMet or a TMA, or may work directly with DEQ, to facilitate the survey, which is given online or through paper forms.

Worksites are provided with a report of trips by mode if working with DEQ, and may receive more extensive analysis if working with a TMA, TriMet or SMART. Additionally, partner surveys may be customized to ask for more detailed information about programming. Employers working with TriMet to deliver their surveys must first complete an 'employer survey' to qualify and determine the rate for the Universal Pass program.

The survey results provide the employer (and subsequently DEQ) with the following:

- An auto trip rate (the number of commute vehicles arriving at a work site divided by the number of employees that report to the work site)
- Ideas for incentives to encourage employees who drive alone to choose another commute method
- Measured progress toward meeting the commute trip reduction target as survey results can be compared to previous years.

Historically, aggregated ECO data is given to Metro as part of their biennial evaluation process.

Additional Data Collection

The table below summarizes data collection and the use of data by agency/organization.

Table 4 Regular Data Collection Opportunities

Agency	Data Collection	Type/Use of Data
Metro RTO	Biennial Travel & Awareness Survey RTO program evaluation Regional Get There	Trends Grant, program success Get There usage and metrics
ODOT	Get There Challenge surveys Get There data collection	Program success Get There usage and metrics
TriMet	Employee Commute Options surveys Annual employer and college program enrollment Emergency Ride Home tracking and annual outreach Agency fare survey for Title VI	Mode splits Subsidy levels ZIP code usage Demographics of employer and college transit pass program usage among riders
GoLloyd	Annual travel surveys	Data on daily commute trips to and from the neighborhood Analysis of how employees and residents access their workplaces and/or residences
Westside Transportation Alliance (WTA)	WTA member surveys Annual reports	Recommendations are made to its members based on the survey results Member compliance with ECO rules are reviewed Auto trip reduction plans are created and updated as necessary
Clackamas Community College (CCC)	Transportation Survey emailed to all students with the Early/End of Year Engagement Survey (EYES) CCC Xpress Shuttle Survey Pre- and post-surveys about Bike Rental Program	Mode splits by campus and term Home and work zip codes Student home addresses Shuttle ridership origin and destination Program success evaluation Future transportation priorities

	Weekly presentations to Associated Student Government (ASG) about local and regional transportation projects ECO Survey Regional Get There	CCC Shuttle Service and Access Plan Grant applications Get There usage and metrics
Portland Community College (PCC)	Student surveys	Program success evaluation Future transportation priorities
Ride Connection	Customer surveys Annual report	Travel pattern changes and service needs evaluation Program success evaluation Grant applications
Get Around Slabtown	Annual Slabtown Travel Choice Survey	Mode split among employees, residents, and visitors Awareness and usage of transportation options, including employee incentive programs Annual progress report submittal to PBOT
Portland State University (PSU)	Student surveys Annual survey of faculty, staff and students	Program success evaluation Future transportation priorities Travel data

8 Appendix A: Glossary of terms

Annual Pass Program: A transit program option that provides a flexible, 1-year pass for interested employees. With the annual program, passes bought for interested employees are priced at 11 months' fare for 12 months of transit use. This is a convenient option for providing passes to employees who frequently use transit. Additional passes purchased throughout the year are prorated, so new employees can be added during the program year.

Commute Option/Travel Options: A variety of options or modes of transportation may be used to complete a trip. These may include driving, ridesharing (carpool or vanpool), walking, biking, taking transit, etc.

Employee Transportation Coordinator (ETC): An ETC manages and promotes commute/travel options for agencies/organization to help support TDM goals and respective tasks.

Employee/Student Commute Benefit: Incentives and benefits given to employees and students from their employer or school of education to encourage different use of travel options.

Monthly Pass Program: A transit program option for selling tickets and passes to employees on site. It provides maximum flexibility on the type of pass and quantity of fares. A variety of fares from TriMet can be ordered for interested employees. There are calendar month passes for frequent transit riders, day passes for part-time employees or passes for those who might use transit just a few days per month. Tickets for visitors or out-of-town employees may also be ordered.

Partner: An agency or organization that has a robust commuter program, receives funding from the RTO, or maintains an official working partnership with RTO.

Pretax Payroll Deduction: Employers may arrange a pre-tax transportation payroll deduction for employees to pay for transportation costs such as transit fares and vanpool fees. The pre-tax deduction may be combined with an employer subsidy. Because pre-tax deductions reduce the amount of employees' taxable earnings, it reduces the amount of taxes to the employer and employees pay on the employees' income. A tax advisor can advise on an organization's situation. Benefits team, a payroll provider or a third-party benefits administrator can be contacted to coordinate a pre-tax transportation deduction.

Transportation Demand Management (TDM): TDM is the application of various strategies to reduce vehicle miles traveled, particularly, single occupancy vehicle use. TDM encourages alternative modes of transportation to support these goals.

Transportation Management Association (TMA): TMAs are non-profit, member-controlled organizations that provide transportation services in a particular area, such as a commercial district, mall, medical center or industrial park.

Universal Annual Pass Program: A transit program option that allows an employer to purchase annual passes for all eligible employees. This program incentivizes an alternative to driving and parking, or encourages employees to use an active transportation mode. Surveys can be conducted to find out how employees travel to work. The total cost for Universal is about the same as trips actually taken on TriMet, instead of a flat fare. Passes can be prorated when new employees are added during the program year. Employees that try transit are more likely to explore non-driving commute options.

9 Appendix B: Additional Documents

Reports

Partners have written a variety of other reports to evaluate the success of their TDM programs. These assessments utilize both quantitative and qualitative methods to evaluate performance, coverage, and/or user experience, and there are a wide range of metrics used for program evaluation and success. While some outline a process for reporting, there is no mention of a formal data sharing framework or workflow between partners.

Following are additional reports that were part of the inventory of documents that were reviewed.

Table 5 Reports Reviewed as Part of Research

Partner	Report	Metric Examples
Metro (with DHM Research)	RTO 2019 Evaluation (focus groups)	Commute mode split User experience
Metro (with Nelson\Nygaard)	Statewide Rideshare Platform: Portland Metro Region Business Focus Group	Organizational feedback Employer experience User experience
Metro (with Steer)	2019 RTO Evaluation	VMT reductions Dollars saved per project User experience
ODOT	Oregon Transportation Options Plan	Cost/benefit analyses Transportation safety Transportation efficiency
TriMet	Regional Travel Option Grant Progress Reports	Employees reached Number, amount of subsidies
Clackamas Community College	Clackamas Community College Shuttle Service and Access Plan	Cost/benefit analysis User experience Commute mode split
Westside Transportation Alliance	2020, 2021 Annual Reports	User experience

Focus Groups and Surveys – User Experience

Following are additional summaries of focus groups and surveys that were part of the inventory of documents that were reviewed.

Get There

In January and February of 2022, ODOT, along with a consulting team at DHM Research, conducted a survey of 225 HR professionals involved in operations and workforce development to enhance services and programs. The survey aimed to assess awareness of and attitudes about hybrid remote work and employee commute solutions. The questions were structured to utilize quantitative research methods that count respondents with certain responses or rank opinions based on strength.

According to the survey responses, an overwhelming majority (about 80%) of HR professionals agree that offering and/or supporting employee commute solutions enables their organizations to reduce employee commute stress, improve employee health and wellness, maintain or improve employee productivity, and improve their ability to recruit and retain well-qualified employees.

The table below also shows that most HR professionals are at least somewhat interested in a variety of TDM programs.

Table 6 Interest of Oregon HR Professionals in TDM Programs

Program	Strongly Interested	Somewhat Interested	Total Interested
Employee Commute options surveys or assessments	14%	42%	56%
Free employee online trip planning	20%	42%	62%
On-site consultation about and support for employee commute options	17%	36%	53%
Management of reward and/or incentive programs for employees to use commute options and/or work remotely.	22%	38%	60%
Local program resources such as transit route schedules and passes, and vanpool rental	26%	40%	66%

Ability to track individual employee and organization metrics such as commute options used, miles traveled, reductions in carbon dioxide emissions, and calories burned	17%	36%	53%
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RTO Focus Groups

In November 2019 on behalf of Metro, DHM Research conducted two focus groups with Asian residents of the Portland metro area who are frequent drivers. The first focus group consisted of higher-income residents, while the second consisted of lower-income residents. This set of focus groups was comprised of qualitative research elements. Findings from transcribed discussions and participant responses were summarized in a report.

Findings demonstrate an openness to riding public transit despite primarily driving alone and carpooling. The report recommends free transit passes over reduced fares and emphasized distribution not just through employer-based TDM programs to be inclusive of lower-income individuals.

Statewide Rideshare Platform: Portland Metro Region Business Focus Group

Metro and a consulting team at Nelson\Nygaard organized a focus group of representatives from several large employers in the Portland metro region. Like the RTO Focus Groups, a report provides a qualitative summary of discussions and responses from focus group participants.

Employers primarily manage their own carpool programs or partner with third-party companies to implement ridesharing. There is also some participation in other TDM efforts, like subsidized transit passes and carsharing. Overall, focus group responses address a lack of consistency between employers' programs; interest in a state-invested centralized commuting tool or platform; and concerns for the user experience of their employees such as "app fatigue," limitations on those commuting from Washington State, and self-reported user data.

Plans and Annual Reports – Statewide Reporting

Following are additional summaries of plans and annual reports that were part of the inventory of documents that were reviewed.

2019 RTO Evaluation

In August 2020, a consultant team at Steer evaluated Metro's 2019 RTO grant and funded programs and provided recommendations for how Metro could improve and ensure that activities align with regional and state goals and objectives. The report laid out a quantitative evaluation logic framework that details by which metrics each grant applicant should be assessed, namely:

- Number of active trips generated,
- Auto trips reduced or prevented,
- Vehicle miles reduced or prevented, and
- Dollars saved by each project.

This evaluation method applied to both program strategy and delivery. The report emphasized a holistic evaluation that additionally includes qualitative analyses, as personal narratives and descriptive information also improve program implementation, especially through an equity lens.

Oregon Transportation Options Plan

In 2015, the Oregon Transportation Commission adopted ODOT's Oregon Transportation Options Plan, an element of the Oregon Transportation Plan. The plan envisions a safe, affordable, and efficient transportation system for Oregon residents, employees, and visitors. It quantifies projected economic and demographic trends in Oregon, including growing economy, population, and age, as well as the impacts on the environment and public health that these trends would have. Based on these initial observations, it then outlines a suite of recommended programming. While not providing specific metrics, it is recommended that these programs be evaluated against numerous goals: safety, funding, accessibility, mobility & system efficiency, economy, health & environment, land use & transportation, coordination, equity, and knowledge & information.

Regional Travel Option Grant Progress Report

TriMet's Employer Outreach program builds on previous work to reduce drive-alone commute trips. The goal is to build toward the region's non-SOV mode split of 40% by 2028 by shifting car trips to active transportation modes. TriMet's program uses multiple strategies to reduce vehicle miles travelled (VMT) and congestion, plus improve air quality and commute experiences.

Each year, a report is compiled to outline the progress of the grant objectives and goals. Each section has a set goal and outcome metrics. Examples of metrics are:

- Employers reached
- Service improvement contacts
- Worksite Offering Transit Subsidies
- New Emergency Ride Home Enrollments
- Employer Receiving Kits
- New Residence Kits
- Onsite Information Session
- ECO Survey Processed

Some RTO grantees did a better job of measuring and reporting outputs than did others. For example, while all grantees and sponsorship recipients are required to report on partners engaged, some reported number of direct participants (measuring actual events) and some reported number of impressions (measuring awareness).

B Partner Workshop Summary

To	Marne Duke	Memo	
Cc	Julia Wean		
From	Destree Bascos		
Date	29 July 2022		
Project	Metro Commuter Program Analysis: Partner Workshop Recap	Project No.	24191201

Session details

Attendees

The partner workshop was held July 13, 2022 via Zoom. Metro invited and coordinated the attendance from each of the partner organizations. Here are the workshop attendees and organization listed below.

- Marne Duke – Metro
- Adriana Britton – TriMet
- Christina Robertson-Gardiner – Oregon City
- Darin Lund – TriMet
- Dyami Valentine – Washington County
- Emily Sofich – PSU
- Jeff Pazdalski – WTA
- John Whitman – RideConnection
- Michael Espinoza- PBOT
- Michelle Marston – SMART
- Ophelia Cavil – GoLloyd
- Destree Lazo Bascos – Steer (facilitator)
- Julia Wean – Steer (facilitator)
- Barbara Ledesma Rhinehalt – Steer (note-taker)

Session Overview

Marne Duke from Metro welcomed the group to the partner workshop and thanked them for their participation. She provided a brief description of Metro, and their commuter programs work and walked the group through the analysis process.

Destree Bascos from Steer went over the agenda, meeting structure and rules. The focus group was designed to gather feedback through questions and answers via discussion, with notes taken on the virtual whiteboard via Miro. Topics covered in the discussion included: Programs, Partnerships, and Opportunities. Outcomes from the discussion are intended help guide and develop recommendations for enhancing the regional commuter program.

Group Discussions

Discussion 1: Programs

Synopsis

The first discussion topic was on the general Strengths, Weaknesses, Opportunities and Threats (SWOT) that the participants' programs are currently facing. The conversation started with Strengths. The group highlighted how their programs had seen more interest in the last year, their services are being used more by cyclists and transit users.

Opportunities identified by the group included the expansion of services and looking to improve transportation services in different contexts. Micro-transit was a recurring conversation topic throughout the 'opportunities' discussion as some of the partners already have plans for future micro-transit programs.

A couple of topics that emerged from the threats conversation were labor shortage and challenges from hybrid work. RideConnection shared their efforts to address the labor shortage with an increase in driver pay and an internal review of driver services. Challenges related to hybrid work varied from the concern that employers would stop supporting commuter services, an extended afternoon rush hour, and shifting recreational cyclists to commuter cyclists. Additionally, a third topic on systemic and environmental barriers was identified, which included comments about the topography, infrastructure, land use, and safety.

Strengths

Interest in cycling

- Interest in cycling through pandemic has increased and participants want to learn how to create programs to support employees choosing active transportation
- A bike program focusing on bike commuting communications was positively received
- SMART trips program has started to see demand in bike and walk maps; they are still developing these materials

Connections

- First/last mile shuttles, such as community circulators, connect TriMet and other employer centered shuttles
- SMART dial-a-ride program is a popular resource

Work schedules

- Employers are settling into work schedules allowing for more regular communication
- Even though employers are requesting some employees to come back to the office, there is more awareness about implementing a hybrid schedule or compressed work weeks

Transit

- Transit use is increasing amongst office workers with the flexibility from more WFH and telework policies
- Transit operators are offering free fare on all rides (except for the Salem express)
- New bus on shoulder allows for a transit option along I-5/Wilsonville
- Transit capacity has increased since rush hour has spread out to a longer period

Weaknesses

Staffing

- The turn down rate for door-to-door connections ride requests has increased due to difficulty finding drivers
- Partners have experienced difficulty addressing shift workers schedules into the existing programs due to irregular scheduling
- Dial-a-ride program having trouble meeting demands

Biking

- Partners are seeing low interest in cycling as a commute choice, there is currently more cycling for recreation

Opportunities

Micro-transit

- Micro-transit models are of interest in suburban contexts
- Micro-transit can meet the needs of worksites outside of TriMet's services

Vanpool

- People will start to vanpool more with new tool that is in development
- Vanpooling and carpooling is a good option today in the Washington county and suburban context, but needs buy-in from employers

Mode shift related to WFH

- TriMet recognizes the opportunity for switching new recreational riders to commuter riders
- More WFH offers an employee base that can be marketed to choose sustainable transportation for when they commute

Threats

Staff and funding

- Partners are impacted by the labor shortage and have been trying to address this issue with pay increases for drivers.
- There are concerns that hybrid work and WFH employees will not be an interest in commuter programs. Additionally, employers with large WFH employee groups were not interested in growing their commute programs past telework due to a belief that they are reducing their emissions enough with WFH
- Partners are concerned about funding constraints
- Partnering with bike groups is difficult because they don't have enough staff and not much capacity for supporting outreach efforts

Topography and infrastructure

- Too much free parking continues to incentivize driving
- Suburban development and topography (hills) with existing infrastructure create significant challenges
- Safety and security are a concern in the region

Discussion 2 Topic: Partners

Synopsis

The focus for this discussion was partnerships. The participants were asked to think about strengths and challenges when it comes to partnerships with each other and outside agencies. The virtual whiteboard screen was split in half with a column for tailwinds and headwinds. The tailwinds column captured the discussion around the kind of partnerships that propel the agencies/organizations forward, while the headwinds column captured the discussion about the barriers agencies experience in trying to begin and maintain partnerships.

One participant noted that partnerships can be difficult to achieve because there is no clear starting point. Through the discussion of this topic, however, most participants were able to identify the benefits of regional collaboration as well as understand that there is a need for staffing to explore additional partnerships. There is some interest on targeting residents and frontline workers for commuter programs. Additionally, there is an interest from the participants to have accountability and enforcement in the ECO Rules.

Tailwind

Collaborating with RTO

- Strong RTO partnerships develop over a long time
- Regional Coordinated Campaigns strengthen partnerships in the past
- Grants help create a starting point for programs and help develop partnerships
- RTO helps new members to learn what is in progress in the area

Working with TriMet

- Relationship with TriMet for trip planning for longer commute trips and using SMART has been useful
- GoLloyd distributes regional pass through TriMet
- An example of assumed partnerships is one with TriMet and SMART

ECO

- The new ECO survey will help to connect with employers and introduce a partnership

General

- Outreach partnerships have been effective, such as a new focus on mobility for health groups
- Goals alignment and connections to established programs
- Newer program at Oregon City with good staffing currently is promising for program growth and collaboration
- Resume partnerships with larger organizations, like chambers of commerce, and continue working with employers
- There is an opportunity to strengthen process with more community and environment friendly groups, like Climate Friendly Equity Process work

Headwind

Staff

- Staffing transitions internally while creating partnerships can create confusion
- There is a need for more clarity across different project roles and focuses
- While the new ECO survey process provides the opportunity to connect with employers, the administrators are limited in staff capacity to grow and develop the tools available
- Programs need the staffing capacity to maintain and grow partnerships

Audience

- Employers aren't offering more than the basics for their employees in their commuter programs
- GoLloyd would want to connect more with moving residents
- Focus on frontline employees and how to target them and provide the support they need

Funding

- There is access to more transportation dollars currently than in the past, and programs want to expand provider network, but this is a very time intensive and staffing is needed for technical support

Evaluation

- The ECO survey needs a path for accountability, and enforcement needs to be improved; currently there is no consequence for employers who don't comply
- The ECO survey itself can lead to burn out for employers before the plan can be completed and implemented
- Businesses don't want to deal with trip reduction plans and will do bare minimum incentives and no progress will be reported

Discussion 3: Opportunities

Synopsis

The last discussion for the group centered around opportunities. The group was asked to describe their visions for commuter programs on two levels: as their agency/organization and as a region.

In terms of the vision for agency/organization, participants expressed a need for capacity and funding to have more staff and also provide more peak hour service. Participants identified opportunities for carpool, transit, employer services and the transportation wallet.

In terms of the vision for the region, participants expressed interest in micro-transit and new mobility options, TriMet to expand their messaging beyond just transit services, improving bike infrastructure, creating a more robust carpool program and taking a look at evaluation in terms of metrics and penalties.

What is your vision for your commute program?

Overall

- Improved messaging and communications

Capacity

- More capacity and resources, with more funding for services
- More peak hour services and frequencies
- The ability to act as an extension of staff to provide customized services on TDM incentives that work for them (like a Swiss army knife of services)

Audience

- Increased engagement for the carpool program, more services and support post-pandemic
- Increased TriMet services for students, but still too expensive to increase their services to their needs
- For employer services specifically, the ability to provide travel options that support their employee needs
- A focus on low-income communities to provide commute choice and transportation wallet

What is the vision for the regional commute program?

Overall

- Transportation policies that support sustainable commute options over car trips
- Better support for transit access through land use
- Bike and pedestrian safety improvements with greenways, and street design changes (such as speed limits)
- Connection with employers with partners by supporting policies and providing services ex. parking cash out

Capacity

- Micro-transit, such as on-demand flexible transit, with more off peak and weekend services

Programs

- A more robust carpool program for employees
- TriMet has more resources that can be used beyond just transit, they want to expand awareness of other resources for partner services
- TriMet to grow programs outside of commuters for off-peak and weekend trips, choice ridership that left, and frontline workers
- TriMet's new fare model that is less administratively burdensome to create transit programs
- More new mobility options
- TDM mitigation for site selection and development of new or renovating business sites to address congestion

Evaluation

- Clear metrics for car use reduction
- Clear penalties for employers for not meeting requirements

Next Steps

The project team will utilize the information from the partner focus group to shape recommendations for the region. They will be summarized in an Action Plan to be delivered in September 2022.

General S/W/O/T for the programs you operate

Strengths

WTA - interest in cycling through pandemic, increase, how to create programs to support employees choosing active transportation

Portland State - bike program, focused communications on bike commuting, positive reception, well used

PBOT - seeing demand in bike and walk maps from SMART trips program, keep developing, has seen bicycling decline in the last 3 years

Ride Connection - first/last miles shuttles, community circulators, connect to TriMet and employer centered shuttles

SMART - dial a ride program is popular but having trouble meeting demands

TriMet - more WFH

TriMet - employers are settling into more regular schedules and more regular communications

TriMet - employers are requesting some employees come back to the office but with a hybrid schedule/compressed work weeks

TriMet - Transit-use increasing amongst office workers with flexibility from more WFH and telework policies

SMART - fare free on all rides (except for the Salem express)

SMART - bus on shoulder

TriMet - transit capacity, not enough buses for evening services previously - now rush hour has spread

Weaknesses

Oregon City - suburban and topography + infrastructure and low organizing by Bike groups- individually based outreach

Topography and infrastructure in both counties

SMART - low interest in cycling as commuting, more for recreation

Ride connection - funding difficulties, suburban infrastructure poses challenges

GoLloyd - difficulty addressing shift workers schedules into the existing programs (irregular hours)

SMART - too much parking

TriMet - safety and security is a concern in the region

Ride Connection - door to door connection, turn down rate has increased due to difficulty finding drivers

Opportunities

Washington County - Micro transit model interest in suburban contexts

Micro transit opportunities for worksites outside of TriMet's services

SMART - will start to vanpool more with new tool

Vanpooling and carpooling - Washington county/suburban context, need buy-in from employers

TriMet - increase in recreational riding and shifting them to commuter riders

Threats

labor shortage - trying to address with pay increases

Ride Connection - recently conducted a review of driver condition and difficulties in hiring

With hybrid work, will there be less interest in commuter programs? Will they think WFH is enough and not engage more?

SMART - too much free parking

What does partnership look like to you and your organization?

Tailwind (Strengths)

SMART - relationship with TriMet for trip planning for longer commute trips and using SMART

RideConnection - outreach partnerships have been effective, mobility for health groups

TriMet - strong RTO partnerships over a long time

GoLloyd - distribute regional pass through TriMet

PBOT - goals alignment and connections to establish programs

Oregon City - newer program with good staffing currently

TriMet - new eco survey to connect with employers and introduce a partnership

Regional Coordinated Campaigns

Trimet - an example of assumed partnerships is one with SMART

TriMet - grants help create a starting point for programs and find/grow partnerships

PBOT - RTO helps new members to learn what is in progress

Headwind (Barriers)

RideConnection - access to more transportation dollars than in the past, want to expand provider network - very time intensive (staffing for technical support)

TriMet - staffing transition internally in partnerships

TriMet - difficulty with partnerships when there is an unclear starting point

PBOT - staff transitions and need more clarity across different project roles and focuses

GoLloyd - would want to connect more with residents (apartments are not permanent)

Focus on frontline employees - how to target them? What support do they need?

Ride Connection - Need staffing capacity to maintain and grow partnerships

TriMet - new eco survey process provides opportunity to connect with employers, but are limited in staff capacity to grow and develop the tool available; need a new lead for the ECO survey tool.

RideConnection - partnering more directly with employers, in the past it's been through chambers of commerce - could help the program directly serve their priority populations, there's an overlap.

Employers aren't offering more than the basics

Eco survey - what can be improved in enforcement b/c there is no consequence and need accountability

Opportunity to strengthen process with more community/inv. friendly groups (Climate Friendly Equity Process work) connecting with it.

TriMet - getting employers to take the eco survey can lead to burn out before the plan can be completed and implemented

SMART - eco survey work with trip reduction plans - businesses don't want to deal with it, will do bare minimum incentives and no progress will be reported.

What is your vision for your commute program?

PSU - Carpool program increase engagement, more services and support post-pandemic

PSU - Increasing TriMet services for students (still too expensive)

WTA - need more capacity and resources, funding

Oregon City - improved messaging and communications

With employer services - be able to provide travel options that support their employee needs

GoLloyd - transportation wallet focused on low-income people to provide commute choice

Ride Connection - need more peak hour services and flexibilities

WTA - able to act as an extension of staff to provide customized services on TDM incentives that work for them - swiss army knife of services

What is the vision for the regional commute program?

TriMet - transportation policies that support commute options modes over car trips

TriMet - better support for transit access, in land use

TriMet - improve bike ped safety with greenways, and street design changes (speed limits)

Oregon City - 1) clear metrics for car use reduction and 2) clear penalties for not meeting them

PBOT - Connecting with employers with partners by supporting policies and providing services ex. parking cash out

Creating a more robust carpool program for employees

Microtransit - on demand flexible transit, more off peak and weekend services

TriMet - have more resources be used beyond just transit, expand awareness of other resources for partner services

TriMet - growth to programs outside of commuters for off-peak and weekend trips, choice ridership that left, and frontline workers

TriMet - new fare model that is less administratively burdensome to create transit programs

Ride Connection - dev. more new mobility options to use to promote to their folks

Washington County - Mitigation for development for business site selection process

C Get There Focus Group Summary

To Marne Duke

Memo

Cc Julia Wean

From Destree Lazo Bascos

Date 20 September 2022

Project Oregon Metro – Get There Business Focus Group

Project No. 24191201

Session Details

Attendees

Metro invited and coordinated the attendance from each employer. Here are the focus group participants and their employer below.

Participants	Role	Business
Paula Kreps (invited, but did not attend)	Benefits Manager	Goodwill industries
Crystal Davidson	HR	Metro
Eric LoPrete	Sustainability Coordinator	Washington County
Avery Morris	Program Manager for Transportation Parking Committee	Central Eastside Industrial Council
Carol DuVernois	Coordinator for the PDX Business & Properties Department	Port of Portland
Jeana Jones	Senior EHS Specialist	Microchip
Athena Petty	Senior Manager of Sustainability	New Season Market
Jetamio Kennedy	Employee Resource Specialists	Relay Resources

Additional staff present included:

- Marne Duke – Metro
- Destree Lazo Bascos – Steer (facilitator)
- Barbara Ledesma Rhinehalt – Steer (notetaker)

Session Overview

Marne Duke opened the focus group by welcoming the participants. The participants introduced themselves to the group and shared their role and employer name.

Destree Bascos from Steer outlined the agenda and focus group expectations. The purpose of the focus group was to gain feedback on current services business are using or interested in using, as well as services Metro could provide to support their commute programs.

Group Discussion

Discussion 1

Synopsis

The first discussion was focused on what has been successful when promoting commuter travel options. Responses included:

- **Transit passes:** All participants mentioned the transit pass commute benefit. Significant discounts to transit passes are attractive for employees.
 - Some companies noted they have increased or are planning to increase the pass subsidies while other suggested other monetary discounts should be available to other modes too.
- **Cycling support:** Cycling, particularly with e-bikes, was another commute mode that was frequently mentioned with secure bike corrals, locker rooms and showers as amenities that encouraged biking to work. In particular, the businesses mentioned that increasing gas prices have also led to more employees choosing alternative commutes like cycling.
- Other commuter benefits mentioned included:
 - carpooling
 - vanpooling
 - commute wallets
 - pre-tax payroll deductions
 - emergency ride home

The follow-up discussion centered on ways to improve in the promotion of alternative commutes. Much of the discussion centered around interest in seeing improved collaboration amongst Metro, TriMet, and other transportation agencies in the area to improve the transit experience for employees:

- Companies have employees across several transit and transportation jurisdictions that can lead to problems that discourage transit use. For example, Express Connection is not included in the transit pass for employees that may commute from Vancouver.
- Another challenge identified was the extra paperwork for managers who implement transit pass programs. Representatives from businesses act as a “middle pass through,” where customer questions might be better addressed directly by the operator.
- There were several concerns about the current transit experience, including:
 - service hours and routing (including transfers/connections)
 - frequency
 - ride safety
 - disabled rider support and transit stop accessibility
 - transit center parking

Employers were interested in working together and expressed interest in a one-stop shop for employees to access resources as well as a guide to what employers could promote.

Discussion 2

Synopsis

The second discussion topic centered around how the regional commute program could help the employer's efforts. Opportunities for support identified included:

- a universal pass program for all employees and employers
- a centralized information hub for commuter support with an opportunity to connect with carpool and vanpool providers
- direct communication with employers to promote the commuter resources
- incentives for other modes aside from transit
- an employee webpage with working and updated weblinks
- commuter programs to be part of community and organization planning meetings

There was also positive feedback for previous programs and events, such as the Transit Fair at the Portland Airport and Fare-less Square.

How have you promoted commuter travel options?

What has worked?

Large organization across metro area - employees benefit from having one source to access transit

significant discount is attractive for employees

There are some options for connections across the larger metro areas

PDX Workplace Initiative program - pay for half of the transit pass cost - increased participation

Universal pass program full paid for employees - helps with recruitment and retention

New e-bikes for employees and EV chargers on site - bike walk incentive on pause

Hot Passes to all eligible employees - widely promoted as a trip choice in addition to commute

Renovated secure bike corral, added locker rooms and showers

1 on 1 engagement

Adding commuter focus lines

Transportation wallet program popular program among service and production employees

Pre tax payroll deduction - \$5 per paycheck till pass is paid off

Emergency ride home program

Bike lockers, showers, and increased carpool parking

Gas prices helped promote transit passes

commuter reimbursement pre-tax account promoted through new hire process

Pear bike works - help people get low costs bikes and repairs

What can be improved?

Coordinate with Metro and TriMet more

Express Connection is not included in pass for Vancouver employees

TriMet airport hours don't work for most employees

Hard to get companies to participate due to extra work for managers and high turnover, paperwork (transit spreadsheets)

Management with GoLloyd manages their passes and can cause admin burdens (running out of passes)

Barrier on getting employee passes approved opportunity to administer the program better

Transit accessibility to worksite

Issues with connections across routes and modes

Safety while riding and the rider experience

Lyft doesn't meet the needs of people with disabilities

Disability requirements and needing to prove certain needs

Hop Database - can have tech difficulties

Safety and service hours can conflict with industry schedules

Long commutes

Invoicing with TriMet

Challenge: Port is like a "landlord" can help with providing info but not create their benefits

Overnight workers don't meet universal pass program requirements

Pass through for transit - CEIC

More urban stores have benefitted more from transit, but more suburban stores with better parking don't benefit as much

Some discomfort during COVID to use transit

How can the regional commute program help?

Transit Fair in the airport with Transit agencies and carpool/vanpool vendors	Airport employee website - there would need to be attract employees/ companies to participate	More direct communication on how the program can help you now - what can be done now	1:1 conversations with employees to motivate them to use transit	More concentrated information and support
Universal pass program is available to all employees - remote as well	Airport employee website - update weblinks	Need incentive for other modes aside from transit	Include resources in community org meeting or planning meetings	Would love to fairless square come back

Other comments

Marne's question
responses:

Thoughts on vanpool -
improved subsidy would be
helpful (Wash. subsidy)
Boundary of landlord and
services for tenants

Relay
Resources:
transit, bike,
carpool

Source:
TriMet

Promote:
emails

WA County: bike
corrals, showers
and lockers, Get
There, Move
More

Port:
vanpool