



Metro

# Regional Employer Program Framework

2023

# Introduction

Metro's Regional Travel Options (RTO) program is committed to reducing the number of single occupant vehicle miles traveled and increasing non-auto mode split by changing people's travel behavior through programs and outreach. As the region continues to grow and travel patterns change following the COVID-19 pandemic, Metro has identified ways to adapt their programming to meet the needs of the community.

In 2022, Metro hired a consultant to develop a [Metro Commute Program Action Plan](#). The following table outlines specific goals and objectives from that plan that guided the development of this Regional Employer Program Framework.

Goal	Objectives
 Goal 1: Increase <b>regional collaboration and leadership</b> around commuter programming	<ul style="list-style-type: none"><li>• Partners fully understand their role, the roles of others, and how to best collaborate across the region</li><li>• The business community participates in commute programming more actively</li></ul>
 Goal 4: Increase <b>awareness, breadth, and reach</b> of regional commute programs	<ul style="list-style-type: none"><li>• All areas in the region are fully covered by commute programming</li><li>• Commute Programming includes multimodal travel options beyond fixed-route transit</li><li>• Metro serves in a leadership capacity for ECO programming</li></ul>
 Goal 5: <b>Achieve adequate resourcing</b> for commuter programming	<ul style="list-style-type: none"><li>• Adequate resources exist to support additional staff time from partners</li><li>• Jurisdictions' efforts to provide commuter programming are supported</li><li>• Metro work is focused on regional efficiencies, such as lead generation and Employee Transportation Coordinator (ETC) education to minimize the burden on partner programs</li></ul>
 Goal 6: <b>Collect regional data</b> to demonstrate impact and refine programming	<ul style="list-style-type: none"><li>• A standardized set of metrics and data are collected by commuter program implementers across the region (beyond ECO)</li><li>• Various technology are leveraged to support data collection and innovation</li></ul>

The development of this Framework was supported by RTO partners, who include local jurisdictions, nonprofits, and educational institutions. For more in-depth review and support, Metro identified a subset of RTO partners who volunteered to dedicate additional time to supporting this effort. This subset of RTO partners was known as the Working Group and consisted of representatives from the following:

- Go Lloyd
- The Oregon Department of Transportation (ODOT)
- Portland Bureau of Transportation (PBOT)
- South Metro Area Regional Transit (SMART)
- TriMet
- Westside Transportation Alliance (WTA)



## **This Framework includes the following elements:**

- **Vision Statement** PG. 4
- **Roles & Responsibilities** PG. 5
- **Priority Programs** PG. 7
- **Appendices** PG. 23
  - A. Audience Segmentation
  - B. Metro RTO Racial Equity Strategy

# Vision Statement

In March 2023, Metro and consultants led a group of RTO partners in an exercise to answer this question: *What does a seamless, multimodal, customer-focused commute program involve and feel like for commuters, employers, and partners?* The responses from that exercise resulted in the following outcomes-based vision statement:

## Metro and partners strive to create a regional commute program where:

### Employers and ETCs:

- **Understand the benefit** of reducing drive-alone commute trips and having a commute program or plan in place
- Easily access **tools, resources, and support** for setting up a commute program
- Are **rewarded and recognized** for their efforts to reduce drive-alone commute trips

### Commuters:

- Are **aware of Get There Oregon** and their available transportation options so they can choose the best way to get around
- Are **incentivized and rewarded** for driving alone less
- Feel a sense of **community and support** among their colleagues and employer

### Partners:

- Have a **clear understanding of their roles and responsibilities** and know how they relate to each other's work
- Have opportunities to **connect, collaborate, and share** best practices and lessons learned
- Have a **shared system** to send and track leads and referrals
- Use the shared **Get There Portland Metro** brand to elevate the great work happening in the region



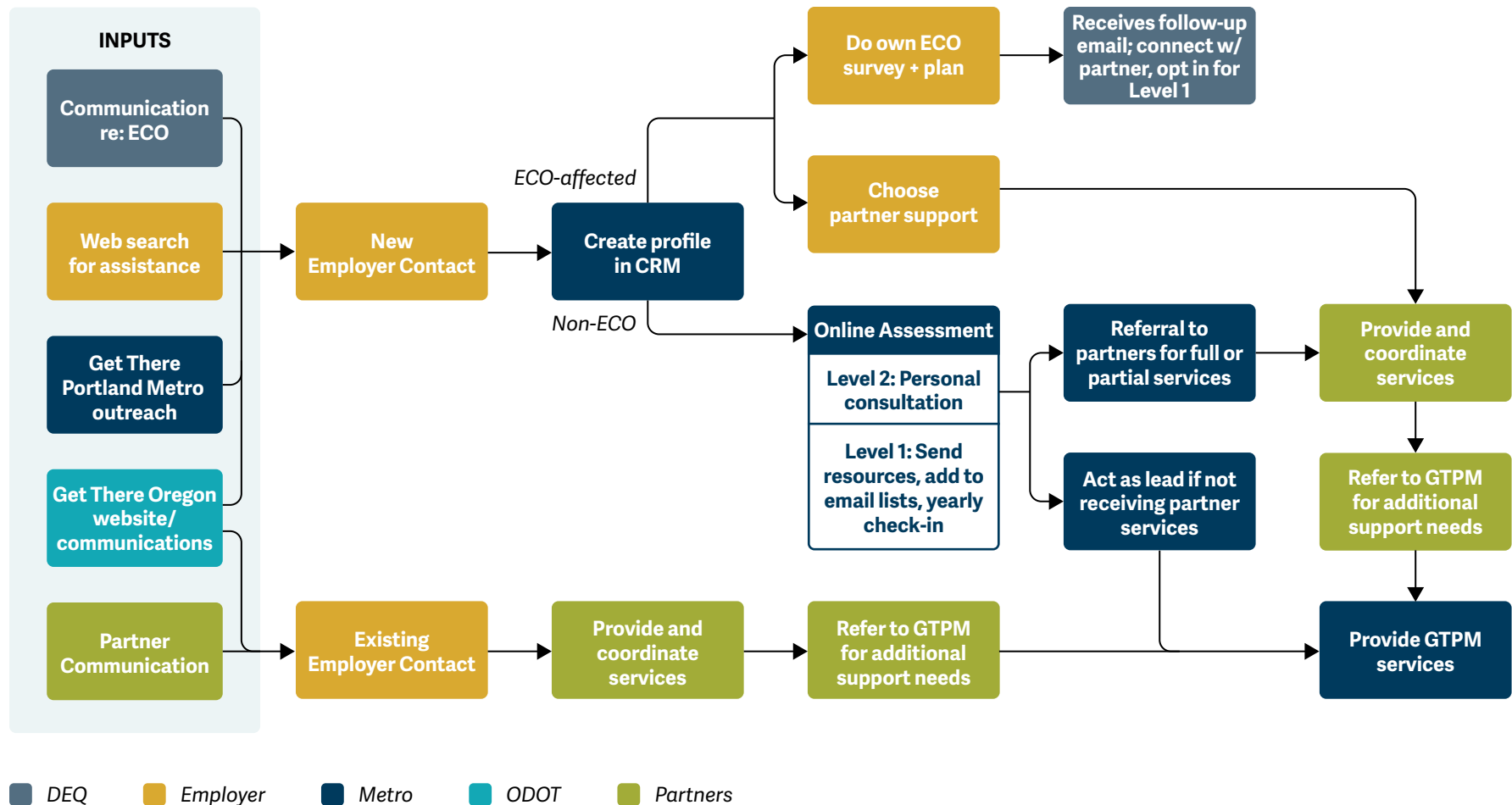
# Roles & Responsibilities

Although the Regional Employer Program will be led by Metro, RTO partners will actively coordinate and collaborate with Metro for a smooth delivery of the program. Metro and partner roles and responsibilities are outlined in the following table:

Metro	Partners
<ul style="list-style-type: none"><li>• Provides regional marketing/communications to support partners and select employers/ETCs under Get There Portland Metro brand.</li><li>• Offers select regional programming (e.g., vanpool coordination).</li><li>• Directs and advises existing partner services into a cohesive regional employer commute program.</li><li>• Generates leads; handoff/coordination with partners/employers who have services each employer needs.</li><li>• Manages regional shared Customer Relations Tool (CRM).</li><li>• Acts as main liaison for new employers to connect them with existing services and partners.</li><li>• Evaluates and reports on regional employer commute program. Defines key performance indicators and performance metrics, and collects data.</li><li>• Identifies gaps in regional programming; works to fill these gaps.</li><li>• Provides funding to partners per grant guidelines (including for employer programs).</li><li>• Continues to convene partners for coordination and learning.</li><li>• Coordinates with DEQ/ODOT to support ECO Rules.</li></ul>	<ul style="list-style-type: none"><li>• Owns, markets, and delivers own programs.</li><li>• Continues to be main point of contact with existing employer relationships.</li><li>• Coordinates with Metro to receive and manage leads, refer for further services provided by another partner or Metro.</li><li>• Generates leads for own programs; shares with Metro (CRM update).</li><li>• Evaluates own programs; reports to Metro for regional rollup.</li><li>• Seeks funding for programs, including Metro grants as appropriate.</li><li>• Continues to coordinate and share info with other partners for collaboration and learning.</li></ul>

To develop a more tangible framework for how all regional commute program stakeholders will work together, Metro and partners mapped out the relationship between Department of Environmental Quality (DEQ), ODOT, Metro, RTO partners, and employers in delivering commute programming, and the process for providing employers with seamless customer service. The following Journey Map describes the proposed customer support structure.






### Employer Support Journey Map



# Priority Programs

The priority programs on the following pages provide a high-level framework for phasing in updates to a regional commute program, starting in 2024.

Each priority program overview includes the following information:

-  **Audience:** Groups we hope to reach through this priority program (see Appendix A for Audience Segmentation document)
-  **Desired Outcomes:** Desired outcomes informed by the vision statement (see pg. 4 for Vision Statement)
-  **Metro Role:** Metro's role in implementation and coordination
-  **Potential Partners/Stakeholders:** Organizations and agencies in the Portland Metro region who have a stake in or may need to be involved in the program to achieve a successful outcome
-  **Partner Roles & Opportunities:** Expectations and opportunities for partners to influence the process and outcomes of the program area



**Level of Support:** Basic, Mid, or High as described in the program's Audience Segmentation document (see Appendix A)



**Reach:** How impactful we think this strategy will be in reaching employers and employees



**Equity Goals & Considerations:** Opportunity to reach goals established in the Metro RTO Racial Equity Strategy or known barriers to supporting commute options (see Appendix B for Metro RTO Racial Equity Strategy)



**Timeline:** Suggested launch date



**Inputs, Resources, & Needs:** Required elements needed to make the program successful



**Implementation Recommendations:** Recommendations for how to successfully deliver the program



**Budget Range:** Estimated cost of program setup and initial implementation in the first year, on the following scale (dollar amounts do not include Metro staff time):

- Staff time only
- \$\$\$: Less than \$10,000
- \$\$\$: \$10,000–100,000
- \$\$\$: More than \$100,000

## Metro identified the following highest priority programs for 2024–2025:

- 1 **Employer Outreach & Marketing**
- 2 **Commuter Outreach & Marketing**
- 3 **Employer Lead Generation & Coordination**
- 4 **Worksite Trip Reduction Consultation**
- 5 **Pre-Tax Commuter Benefit Assistance**
- 6 **Employee Transportation Coordinator Support Program**
- 7 **On-Site Events & Outreach**
- 8 **Employer Recognition Program**

# 1. Employer Outreach & Marketing

Employer outreach and marketing refers to broad promotion of Get There Portland Metro employer resources and services to employer contacts in the region, as defined in the Get There Portland Metro Marketing Plan. Metro will use a mix of marketing and outreach strategies, including partnerships, sponsorships, events, advertising, and print materials, to point employers to the program website and resources. From the website, employers can request additional information from Get There Portland Metro’s customer support team, subscribe to the Get There Oregon email list, view and sign up for webinars, and access digital or personalized resources.

## Audience

- All employers, with an emphasis on employers located in East Multnomah County and Clackamas County (*see Audience Segmentation document in Appendix A for additional information*)
- ETCs, benefits or Human Resource coordinators, or workplace champions who are providing commute information

## Desired Outcomes

Employers and Employee Transportation Coordinators (ETC) will:

- Understand the benefit of reducing drive-alone commute trips and having a commute program or plan in place
- Easily access tools, resources, and support for setting up a commute program



## Metro Role

- Plan, implement, and fund the marketing and outreach to employers under the Get There Portland Metro brand, including developing materials and tactics
- Provide customer service support and tools for employers
- Designate a lead to run and plan webinars, outreach, and events



## Potential Partners/Stakeholders

- Go Lloyd
- ODOT
- PBOT
- SMART
- TriMet
- WTA



## Partner Roles & Opportunities

- Provide input on goals and outcomes for marketing materials, campaigns, and outreach
- Deliver campaigns
- Incorporate materials and campaigns, as appropriate, into programming to share with employers in their areas
- Advise or collaborate with Metro and consulting team through regular meetings and regular contact



## Level of Support

- ≡ Basic for regional level
- ≡ High for targeted areas



## Reach

- ≡ High





## Equity Goals & Considerations

- RTO Equity Strategy Goal 3: Metro's RTO program generates long term opportunity for BIPOC communities to grow wealth through improved access from transportation investments.
  - Goal 3, Outcome 3a: Lead and/or participate in regional discussions with large employers that require a labor force from around the region to underscore the importance of providing equitable travel options.
- RTO Equity Strategy Goal 4: Metro's RTO program works with partners to learn together on how to adapt and develop programming that is inclusive of and meets the needs of BIPOC community members in all parts of the region.



## Timeline

Planning and development to begin in January 2024, with an expected launch in April 2024.



## Inputs, Resources, & Needs

- Marketing and outreach materials
- Funding for advertising and marketing materials, including translation
- Funding for ongoing survey efforts, including focus groups and intercept surveys
- Employer-facing website with intake interest form
- Digital resources
- Customer relationship management (CRM) tool to capture interested contacts



## Implementation Recommendations

- Develop marketing campaigns and materials with input from core partners, area-specific partners, and potentially key employers, so that messaging and marketing materials reach the intended audience.
- Develop materials and campaigns with input and collaboration from employers representing underserved communities, and addressing their specific needs to accessing travel options.
- Ensure marketing materials and key messages clearly speak to the benefits for employers and employees, such as saving time and money and reducing pollution.
- Include clear calls to action so employers know what to do and how they will benefit.
- Create a simple, organized, and useful website to host resources and gather contacts.
- Explore sponsorships and partnerships, including working with B Corporations, employment chains with multiple locations, business associations, and chambers.



## Budget Range

\$\$\$





## 2. Commuter Outreach & Marketing

Metro will provide tools and resources for employers to use in reaching their employees and to pass through to employees. This will include information on transportation options and services available through partners and Get There Oregon. Metro will promote services, events, and initiatives (e.g., webinars, commute challenges) through employer materials (e.g., employee welcome packet) as well as through broader marketing and strategic campaigns.

### Audience

Commuters



### Desired Outcomes

Employers will:

- Easily access tools, resources, and support for setting up a commute program

Commuters will:

- Gain awareness of Get There Oregon and their available transportation options so they can choose the best way to get around
- Feel a sense of community and support among their colleagues and employer



### Metro Role

- Fund the marketing and outreach program under the Get There Oregon brand
- Lead campaigns, coordinate with employers and partners, and implement strategic marketing efforts



### Potential Partners/Stakeholders

- Go Lloyd
- ODOT
- PBOT
- SMART
- TriMet
- WTA



### Partner Roles & Opportunities

- Provide input on goals and outcomes for marketing materials, campaigns, and outreach
- Deliver campaigns
- Incorporate materials and campaigns, as appropriate, into programming to share with employers in their areas
- Advise or collaborate with Metro and consulting team through regular meetings and regular contact



### Level of Support

Basic



### Reach

Medium



## Equity Goals & Considerations

- RTO Equity Strategy Goal 1: Metro's RTO program addresses community identified barriers to, and burdens on, Black, Indigenous, and people of color (BIPOC) in accessing travel options; which includes cost, personal safety from harassment/ bias, and physical access to travel options.
- RTO Equity Strategy Goal 2: Metro RTO funded travel options programs that are designed for BIPOC communities are developed and delivered in collaboration with BIPOC communities.
- Ensure utilization of Metro translation portal to increase accessibility of materials.



## Timeline

This effort will be ongoing with an expected launch in September 2024.



## Inputs, Resources, & Needs

- Employee materials and resources, including a new employee welcome packet
- Staff time and budget to engage with underserved communities
- Funding for surveys and research
- Marketing materials



## Implementation Recommendations

- Leverage employer outreach and marketing activities and resources to best reach commuters at home and within key employment sites.
- Develop marketing materials with input from core partners so that their services are accurately described.
- Develop materials and campaigns with support and collaboration from underserved communities, and addressing their specific needs to accessing travel options.
- Include visuals that are representative of commuters in the Portland metro area on marketing materials.
- Point to Get There Oregon for mode-specific information and trip planning.



## Budget Range

\$\$\$



### 3. Employer Lead Generation & Coordination

Metro will work with ODOT and other entities to build and maintain a list of potential employers to engage with on Get There Portland Metro services, including Employee Commute Options (ECO) Rule support. This will make it easier for partners to track leads and referrals. The contact list will likely be maintained through the statewide CRM platform.

#### Audience

Partners and other agencies

#### Desired Outcomes

Partners will:

- Have a clear understanding of their roles and responsibilities and know how they relate to each other's work
- Have a shared system to send and track leads and referrals

#### Metro Role

- Purchase and updating data sets
- Coordinate with ODOT to manage the regional database
- Coordinate with partners for training, problem-solving, and use issues

#### Potential Partners/Stakeholders

- DEQ
- Go Lloyd
- ODOT
- PBOT
- SMART
- TriMet
- WTA

#### Partner Roles & Opportunities

- Refer or input leads and contacts to the CRM
- Use CRM tool to update client status
- Participate in ECO coordinating meetings (2025)

#### Level of Support

Basic

#### Reach

N/A

#### Equity Goals & Considerations

Consider plan for identifying limited English proficiency businesses and culturally specific businesses (e.g., Hispanic Chamber of Commerce).

#### Timeline

Planning and development to begin in January 2024, with an expected launch in June 2024.



## **Inputs, Resources, & Needs**

- Staff time
- Data acquisition service
- Partner contact lists (as available)
- Get There Oregon contact list
- CRM tool, such as Salesforce

## **Implementation Recommendations**

- Metro, ODOT, and partners should collaborate on identifying and adding new employer contacts to the CRM.
- For new employer contacts interested in services, Metro should assess employer needs (Level 1 or 2):
  - Level 1: Send email with resources and opt-in feature for email lists.
  - Level 2: Consultation and add to email lists.
- Based on employer needs, Metro should refer employers to partners.
- Partners should provide and coordinate services with new and existing contacts, and refer them to Get There Portland Metro for additional support needs.
- Metro should check in with employer contacts annually to inquire about additional support needs.
- Review Journey Map (see pg. 6) for the detailed process.

## **Budget Range**

\$\$\$



## 4. Worksite Trip Reduction Consultation

Metro will work with partners to develop and distribute materials that advise on commute benefit best practices, including an end-of-trip facilities guidebook. As part of custom services for employers, Metro will offer and coordinate on-site consultation visits at employment sites as needed. Metro will manage consultants or coordinate with partners for on-site consultations.

### Audience

All employers, particularly located in East Multnomah County and Clackamas County, and B Corporations (*see Audience Segmentation document in Appendix A for additional information*)

### Desired Outcomes

Employers will:

- Easily access tools, resources, and support for setting up a commute program

### Metro Role

Develop a Worksite Commute Trip Reduction Recommendations template with a library of content that can be customized for individual employment sites and used for employers who contact GTPM through the client intake system. The recommendations will include site-specific information and references for commute benefit program options, including:

- Bike parking and end-of-trip amenities
- Parking management strategies
- Vanpool set-up and coordination
- Incentive programs

### Potential Partners/Stakeholders

- Contractor
- Go Lloyd
- TriMet
- WTA

### Partner Roles & Opportunities

- Recruit and refer interested businesses
- Have first-right-of-refusal for consultation
- Assist in compiling guidebook

### Level of Support

- ≡ Medium: Guidebook
- ≡ High: Consultation

### Reach

- ≡ Low

### Equity Goals & Considerations

RTO Equity Strategy Goal 2: Metro RTO funded travel options programs that are developed for BIPOC communities are developed and delivered in collaboration with BIPOC communities.

### Timeline

This effort will be ongoing with an expected launch in June 2024.

### Inputs, Resources, & Needs

- Guidebook content and design
- Staff time needed for coordination of on-site consultations





### Implementation Recommendations

- Consult the latest industry bike parking and amenities best practices to inform the development of the guide.
- Bike parking best practices change over time; include a plan for periodic update or consider pointing to an evergreen third-party resource rather than developing a standalone piece.
- Include a digital version of or link to the guidebook on the Get There Portland Metro website.
- Promote the guidebook in employer outreach and marketing materials.



### Budget Range

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## 5. Pre-Tax Commuter Benefit Assistance

Employees can use pre-taxed dollars to pay for transit, micro-transit, and vanpool commuting through employer-sponsored commuter benefits programs. Metro will provide informational materials (e.g., one-pager) and direct assistance to employers regarding the federal commuter transportation benefit program. Metro will be available to answer questions and guide employers through the process of offering a pre-tax program.

### Audience

Primary

- All employers

Secondary

- Commuters (through their employers)

### Desired Outcomes

Employers will:

- Understand the benefit of reducing drive-alone commute trips and having a commute program or plan in place
- Easily access tools, resources, and support for setting up a commute program

Commuters will:

- Feel supported and rewarded for driving alone less



### Metro Role

- Create and distribute informational materials
- Field calls and emails and provide support to employers who need assistance with the process



### Potential Partners/Stakeholders

Contractors (for customer service and assistance)



### Partner Roles & Opportunities

- Advise on program development
- Refer (non-client) leads to GTPM for services



### Level of Support

Basic



### Reach

Medium



### Equity Goals & Considerations

- RTO Equity Strategy Goal 3: Metro's RTO program generates long term opportunity for BIPOC communities to grow wealth through improved access from transportation investments.
- In project development, consider the effort needed for small organizations that do not have a third-party or dedicated staff to implement this benefit. Prioritize outreach for organizations with lower-wage employees for launch. There is a current inequity in terms of higher-wage workers at larger organizations predominantly receiving pre-tax benefits.



### **Timeline**

This effort will be ongoing with an expected launch in June 2024.

### **Inputs, Resources, & Needs**

- Funding for customer service contractor
- Pre-tax benefit informational materials

### **Implementation Recommendations**

- Focus outreach on employment sites and communities currently least likely to receive commute benefits (e.g. subsidized transit passes) at their workplace. This may include manufacturing, food service and hospitality work sites.
- Develop informational materials with input from core partners and potentially key employers so that they include clear messaging.
- Make benefits to employers clear in the materials.

### **Budget Range**

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## 6. Employee Transportation Coordinator Support Program

Metro will work with partners to develop and provide quarterly training, events, or information sessions for Employee Transportation Coordinators (ETCs) or employers.

### Audience

- ETCs, benefits or Human Resource coordinators, or workplace champions who are providing commute information
- All employers, with an emphasis on employers located in East Multnomah County and Clackamas County (*see Audience Segmentation document in Appendix A for additional information*)

### Desired Outcomes

ETCs and employers will:

- Understand the benefit of reducing drive-alone commute trips and having a commute program or plan in place
- Easily access tools, resources, and support for setting up a commute program
- Be rewarded and recognized for their efforts to reduce drive-alone commute trips

### Metro Role

- Create a structure and format for ongoing trainings and events
- Work with partners to develop content and recruit attendees

### Potential Partners/Stakeholders

- Go Lloyd
- ODOT
- PBOT
- SMART
- TriMet
- WTA

### Partner Roles & Opportunities

- Recruit attendees
- Share communications
- Advise on content and strategy for the trainings and sessions

### Level of Support

≡ Mid

### Reach

≡ Medium

### Equity Goals & Considerations

- RTO Equity Strategy Goal 2: Metro RTO funded travel options programs that are developed for BIPOC communities are developed and delivered in collaboration with BIPOC communities.
- RTO Equity Strategy Goal 4: Metro's RTO program works with partners to learn together on how to adapt and develop programming that is inclusive of and meets the needs of BIPOC community members in all parts of the region.



### **Timeline**

This effort will be ongoing with an expected launch in June 2024.

### **Inputs, Resources, & Needs**

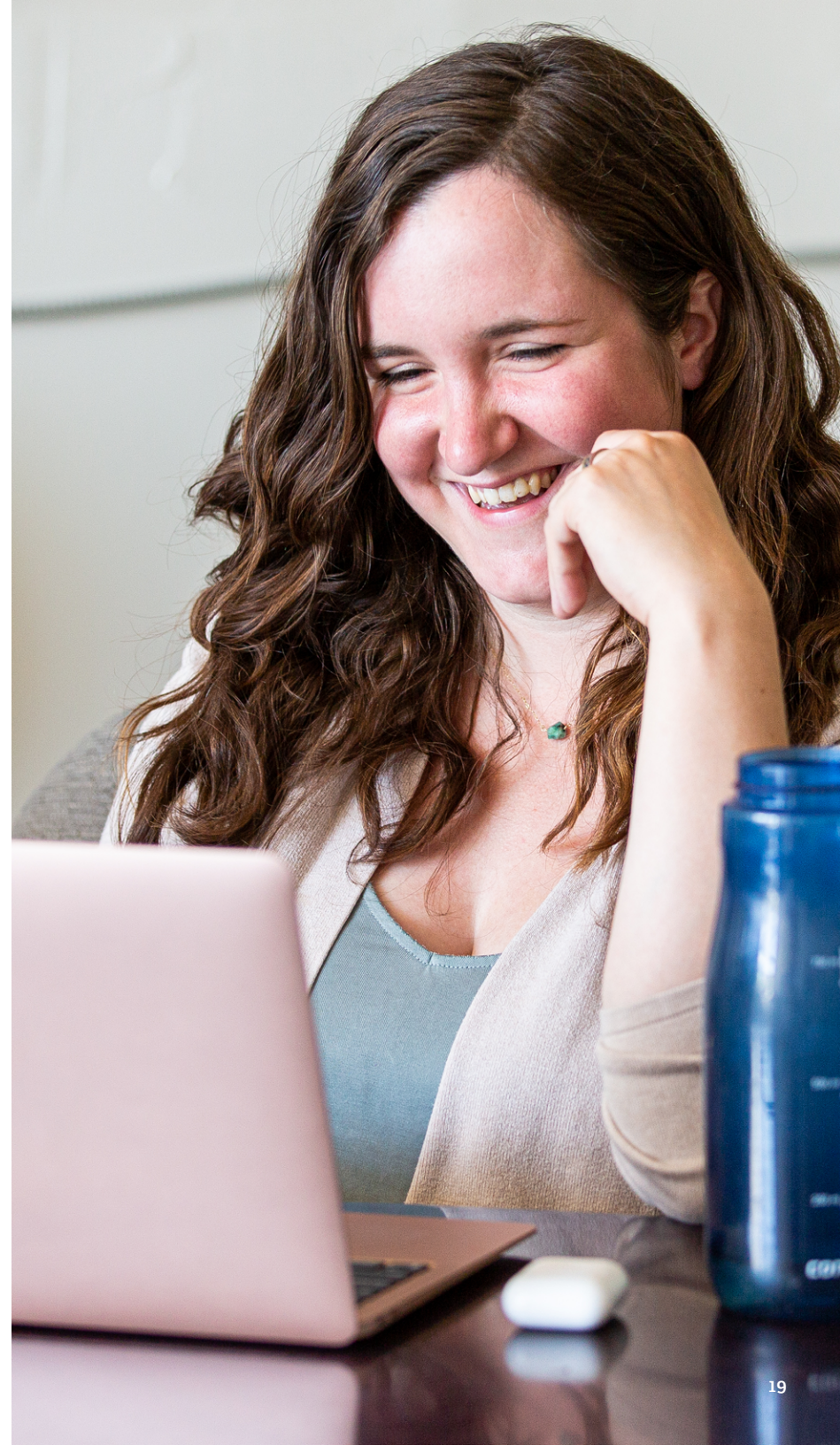
- Staff time
- Training program approach, plan, and schedule
- Training content and materials
- Promotional communications and materials
- Partner input on topics and content
- Employer/ETC contact lists

### **Implementation Recommendations**

- Ensure training materials and webinars are accessible to LEP audiences
- Work with partners to identify timely topics of interest among ETCs and employers.
- Host hybrid trainings to give ETCs and employers the opportunity to collaborate in person or online.
- Include recordings and training materials on the program webpage.
- Highlight participating ETCs and employers on the program webpage.
- Plan for annual in-person event (in collaboration with employer/ETC recognition program).

### **Budget Range**

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## 7. On-Site Events & Outreach

Metro will contract with local organizations (e.g., contractors, service providers, and nonprofits) to attend events at employment sites and provide mode-specific information. Events may include sustainability or new employee resource fairs.

### Audience

Commuters, with emphasis on commuters located in East Multnomah County and Clackamas County, and B Corporations.

### Desired Outcomes

Commuters will:

- Gain awareness of Get There and their available transportation options so they can choose the best way to get around
- Feel a sense of community and support among their colleagues and employer

### Metro Role

- Manage contracts with contractors, local community-based organizations, and service providers (e.g., bike shops)
- Field employer tabling and event requests
- Coordinate materials and supplies needed for events and outreach

### Potential Partners/Stakeholders

- Community-based organizations and service providers (e.g., bike shops)
- Contractors
- Regional RTO partners

### Partner Roles & Opportunities

- Recruit and refer interested businesses
- Have first-right-of-refusal for event participation

### Level of Support

≡ High

### Reach

≡ Low

### Equity Goals & Considerations

- RTO Equity Strategy Goal 2: Metro RTO funded travel options programs that are developed for BIPOC communities are developed and delivered in collaboration with BIPOC communities.
- RTO Equity Strategy Goal 4: Metro's RTO program works with partners to learn together on how to adapt and develop programming that is inclusive of and meets the needs of BIPOC community members in all parts of the region.

### Timeline

This effort will be ongoing with an expected launch in June 2024.

### Inputs, Resources, & Needs

- Staff time
- Funding for contracts
- New partnerships with local organizations
- Tabling materials and swag



## Implementation Recommendations

- If possible, initiate one master contract or work order to streamline coordination with contractors.
- Use employer outreach and marketing materials to promote on-site event and outreach offerings.
- Consider developing an online form to help field requests from employers.
- Offer a suite of employee resources at events.
- Ensure that multilingual staff are available for events when appropriate.
- Train contractors and community-based organizations on outreach and event best practices, including:
  - Choose a location with high visibility and foot traffic, where employees gather or linger.
  - Bring an interactive activity.
  - Offer giveaways when participants engage or take an action.
  - Record outputs, such as the number of people engaged.
  - Bring a tablet so participants can sign up for services (e.g., Get There Connect) on the spot.



## Budget Range

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## 8. Employer Recognition Program

An employer recognition program will highlight employers and their exemplary commute programs in Get There Portland Metro communications and events.

### Audience

All employers, particularly located in East Multnomah County and Clackamas County (see Audience Segmentation document in Appendix A for additional information)

### Desired Outcomes

Employers will:

- Be rewarded and recognized for their efforts to reduce drive-alone commute trips

### Metro Role

- Develop a recognition program model and potential criteria and categories
- Identify employers and programs that should be recognized
- Develop materials and communications for highlighting employers and programs

### Potential Partners/Stakeholders

All Portland Metro partners can nominate employers.

### Partner Roles & Opportunities

- Nominate businesses
- Participate in events

### Level of Support

≡ High

### Reach

≡ Low

### Equity Goals & Considerations

RTO Equity Strategy Goal 2: Metro RTO funded travel options programs that are developed for BIPOC communities are developed and delivered in collaboration with BIPOC communities.

### Timeline

This effort will be ongoing with an expected launch in June 2025.

### Inputs, Resources, & Needs

- Program model, structure, and materials (e.g., nomination form)
- Partner nominations
- Recognition content for program communications

### Implementation Recommendations

- Work directly with employers to share their story and include quotes or testimonials.
- Highlight employers on the website, in e-newsletters, on social media, and potentially in webinars.
- Consider developing a formalized nomination process.
- Consider offering incentives to recognize employers.
- Leverage program to be a centerpiece of marketing efforts.

### Budget Range

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# Appendices

- A. Audience Segmentation
- B. Metro RTO Racial Equity Strategy

## Get There Portland Metro: Employer Audience Segmentation

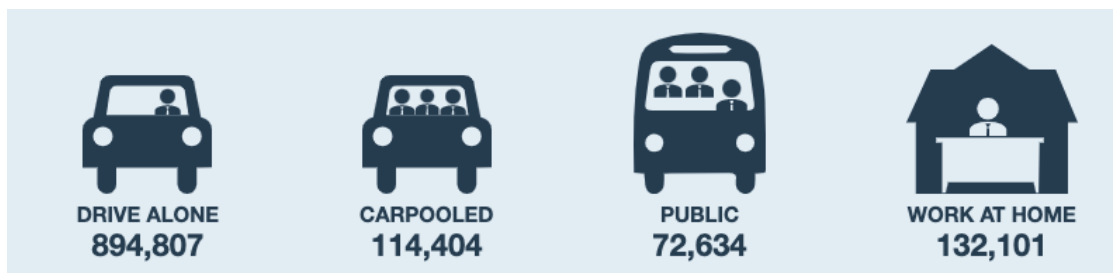
The goal of this document is to help Get There Portland Metro focus program and marketing resources on employer audience segments who are most likely to support and engage in meaningful trip reduction. This work also helps achieve the overarching Action Plan Goals:

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.

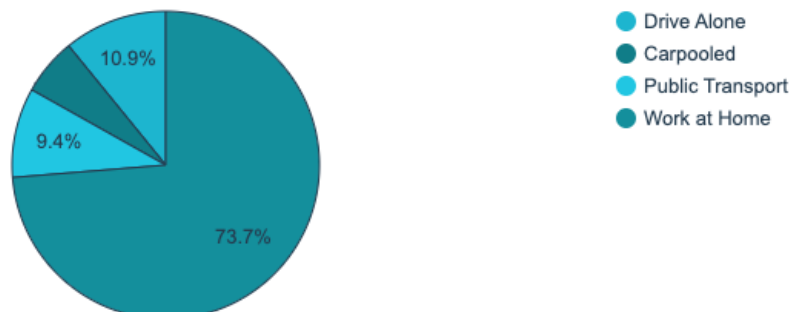
### Employer Audience

According to the 2022 [NAICS data](#), the Portland region has more than 1.2 million employees at over 105,000 employers, 35% of whom work remotely. As we know, employers vary greatly in size, location and industry. Many employers have ETCs, Benefits Coordinators and workplace champions who are interested in the services Get There Portland Metro, Get There Oregon and partners offer.

Many of the employers in our region have established, trusted relationships with TMAs and partners. Get There Portland Metro (GTPM) aims to maintain and increase partner services, so that they continue to be a valuable resource to the clients they serve.



Commute



Source: ESRI, 2022-11-14

Source: Greater Portland

### Key Audiences for Get There Portland Metro



GTPM will provide different levels of support to employers in the region. Basic support, as described in the chart below, will be available to any employer through referrals from partners and web searches. Additionally, employers identified in the project's pilot area will receive mid and high levels of services and resources. In its first two years of 2024-2026, GTPM's pilot program will focus on:



Yellow area is TriMet service area  
Dark blue line is Metro regional boundary  
MAX lines are shown (Blue, Red, Orange)

## Services and Programming

Get There Portland Metro will provide a basic level of resources for employers in the Metro region, including a website, referrals to partner resources and pre-tax benefit assistance. Additionally, employers who fall into the pilot areas will receive a higher level of service in coordination with partners.

Level of Support	Audience	Details
<b>Basic</b>	Employers in the Metro region	Employers visit website, subscribe to Get There Oregon (ODOT) email list, option to request additional information via email and/or personal consultation, can view previous, or sign up for upcoming webinars, directed to GTPM digital resources and partner information.
<b>Mid</b>	Employers who are: <ul style="list-style-type: none"><li>- located in Clackamas or East Multnomah Counties</li><li>- Ideally have an established ETC/benefits coordinator/owner</li><li>- Show an interest in additional resources by contacting GTPM or partner</li><li>- have approx. 50 or more employees</li></ul>	Employers receive a basic level of services, plus annual personal check-in from GTPM (email, mail or phone), invites to ETC training, receives new employee kits, may take advantage of one or more programs or services.
<b>High</b>	Employers who are: <ul style="list-style-type: none"><li>- located in Clackamas or East Multnomah Counties</li><li>- Ideally a B Corp</li><li>- Have approx. 50 or more employees</li></ul>	Employer is selected by GTPM as a key contact for achieving meaningful trip reduction. Employers receive proactive personalized outreach and programming from GTPM and/or partners. GTPM provides quarterly follow-up, tools and support.

### Potential Employers in Key Audience\*

Bob's Red Mill	Kaiser Permanente Sunnyside
City of Happy Valley	New Seasons Happy Valley, Milwaukie
City of Milwaukie	North Milwaukie Industrial Area
Clackamas County	PCC Structural
Clackamas Community College	Target Clackamas
Dick's Sporting Goods	Yakima

### Next Steps

- ~~RTO Commute partners to review this document and discuss at the June 22 working group meeting.~~
- ~~All partner feedback due by June 28.~~
- ~~RTO Commute project team will reconcile feedback and incorporate it into the final work and marketing plans.~~
- Once this document is finalized, additional research and data analysis will be needed to identify businesses in the project area who meet the key criteria.

#### \*Sources:

<https://www.clackamas.us/business/economiclandscape.html>  
<https://www.clackamas.us/recycling/work/map.html>  
<https://www.blocalpdx.com/pnw-local-b-corps>  
<https://www.greaterportlandinc.com/eg/report/universal>  
<https://www.oregon.gov/deq/aq/programs/Pages/ECO-Guidance.aspx>



# Metro Regional Travel Options Racial Equity Strategy

July 2022



## **Metro respects civil rights**

Metro fully complies with Title VI of the Civil Rights Act of 1964 that requires that no person be excluded from the participation in, be denied the benefits of, or be otherwise subjected to discrimination on the basis of race, color or national origin under any program or activity for which Metro receives federal financial assistance.

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If any person believes they have been discriminated against regarding the receipt of benefits or services because of race, color, national origin, sex, age or disability, they have the right to file a complaint with Metro. For information on Metro's civil rights program, or to obtain a discrimination complaint form, visit [oregonmetro.gov/civilrights](https://oregonmetro.gov/civilrights) or call 503-797-1536.

Metro provides services or accommodations upon request to persons with disabilities and people who need an interpreter at public meetings. If you need a sign language interpreter, communication aid or language assistance, call 503-797-1700 or TDD/TTY 503-797-1804 (8 a.m. to 5 p.m. weekdays) 5 business days before the meeting. All Metro meetings are wheelchair accessible. For up-to-date public transportation information, visit TriMet's website at [trimet.org](https://trimet.org).

**Metro is the federally mandated metropolitan planning organization** designated by the governor to develop an overall transportation plan and to allocate federal funds for the region.

The Joint Policy Advisory Committee on Transportation (JPACT) is a 17-member committee that provides a forum for elected officials and representatives of agencies involved in transportation to evaluate transportation needs in the region and to make recommendations to the Metro Council. The established decision-making process assures a well-balanced regional transportation system and involves local elected officials directly in decisions that help the Metro Council develop regional transportation policies, including allocating transportation funds. JPACT serves as the MPO board for the region in a unique partnership that requires joint action with the Metro Council on all MPO decisions.

**Program web site:** [oregonmetro.gov/regionaltraveloptions](https://oregonmetro.gov/regionaltraveloptions)

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Acknowledgements

Thank you to Anita Yap of MultiCultural Collaborative for leading and facilitating the RTO Racial Equity Strategy process, and supporting the development of this report.



Thank you to RTO Core Partner grantees and the individuals and organizations who participated in the focus groups that helped inform the actions laid out in this strategy and whose work is critical to support equitable travel options programming in the region.

## EXECUTIVE SUMMARY

Metro's Regional Travel Options (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. This work is in alignment with our regionally developed and adopted 2018 Regional Transportation Plan (RTP), in addition to our 10 year RTO Strategy; developed in partnership with agencies and organizations across the region in 2018. In addition, this work aligns with Metro's adopted Strategic Plan to Advance Racial Equity, Diversity & Inclusion, adopted by Metro Council in 2016. *See how this strategy aligns with existing Metro policies in Appendices A, B & C.*

In 2020, during the global COVID-19 pandemic and racial reckoning our country and communities grappled with, program staff recognized that we had not fully defined the specific outcomes and actions necessary to measure and evaluate the impact of our progress. In 2021, the RTO program worked with Anita Yap of MultiCultural Collaborative to lead us through a year-long strategy and action plan development process. This work included:

- Best Practices review of racial equity in transportation demand management and grantmaking
- Staff Racial Equity Assessment and priority setting workshop
- RTO Program Power Analysis: identifying who holds influence as well as who is impacted by our program and investments
- Focus Groups with highly impacted communities from Power Analysis
- RTO Racial Equity Goals, Outcomes and Action Plan Matrix

### RTO Program Racial Equity Goals & Outcomes

Based on this process, as well as existing research and prior engagement with partners and input from communities of color toward both the RTP and RTO Strategy, the RTO program developed the following goals and outcomes:

**Goal 1:** Metro's RTO program addresses community identified barriers to, and burdens on, Black, Indigenous and people of color (BIPOC) in accessing travel options

Outcome 1a: The RTO program identifies and funds strategies to address barriers and burdens in collaboration with partners

Outcome 1b: The RTO program qualitatively and quantitatively measures barriers and burdens to, and perceptions of, travel options for BIPOC communities before and after Metro and partner-led programming

**Goal 2:** Metro RTO funded travel options programs that are developed for BIPOC communities are developed and delivered in collaboration with BIPOC communities

Outcome 2a: The RTO program removes barriers and increases accessibility of funding for culturally specific organizations

Outcome 2b: The RTO program has an effective and culturally specific engagement and partnership strategy

**Goal 3:** Metro's RTO program generates long term opportunity for BIPOC communities to grow wealth through improved access from transportation investments

Outcome 3a: The RTO program measures access to gainful employment and stable housing for BIPOC communities through Metro-led and partner-led travel options programming

**Goal 4:** Metro's RTO program works with partners to learn together on how to adapt and develop programming that is inclusive of and meets the needs of BIPOC community members in all parts of the region

Outcome 4a: All RTO partners have a racial equity plan for their travel options program and a strategy for ongoing training, refinement and evaluation of their work toward that plan

Outcome 4b: RTO staff regularly report on and share progress toward racial equity goals, actions and evaluation; ensuring work is in alignment with Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion

## **Accountability & Implementation**

This work will inform actions and activities of the program over the next 5 years. In the short term, this work will immediately inform staff work plans and our upcoming grant solicitation process that will open in January 2023.

A key outcome of this strategy is consistent communication and accountability on our work toward these goals and outcomes. This includes developing a communications plan with quarterly report-outs on Metro and partner-led efforts.

Staff will review progress toward short, medium and long-term actions with report-outs and evaluation of progress on the following timeline:

- December 2022 – Integration into 2023 RTO grant application process
- October 2023 – Short term action progress report
- October 2024– Medium term action progress report
- 2025-2026 - Integration into 2024-2026 RTO Program Evaluation

We will also be considering this work in the context of our adopted 2018 RTO Strategy and how we integrate this work into future updates as well as policy direction that continues to evolve, like the 2023 RTP update.

We will also continue to integrate feedback and seek input from our partners, with the goal that our program is responsive to gaps and opportunities. Many of our actions include collaboration with existing and new partners, and we look forward to building out additional actions and continuing to refine our program activities to best meet community needs.

**Questions? Contact the RTO Team:**

[rto@oregonmetro.gov](mailto:rto@oregonmetro.gov)



## GOALS, OUTCOMES, AND ACTION PLAN

The following goals, outcomes and actions were developed through staff workshops and engagement with existing partners and community focus groups with groups and individuals identified through a program power analysis. The actions are intended to inform and direct RTO program staff work plans and program funding strategies in both the short and long-term.

**Action Plan Layout:** The following key describes the elements of each action plan table

<b>Actions:</b> <i>Associated Goal &amp; Outcome</i>	<b>Program Area 3 primary RTO program areas were identified:</b>	<b>Short-term –</b> <i>3-12 months</i>	<b>Medium-term –</b> <i>1-3 years</i>	<b>Long-term –</b> <i>3-5 years</i>
<i>Description of intended action</i>	<b>RTO Programming/Community Engagement</b> – activities RTO staff lead through RTO led program development or through engaging directly with community <b>Research &amp; Evaluation</b> – activities related to Metro RTO travel options research or evaluation of program outcomes <b>Grantmaking</b> – activities related to the RTO grant solicitation process and ongoing work with grant funded partners <b>Policy/Partnerships/Influence</b> – activities that involve coordination with partners and where we could have influence on policy outcomes but may not be final decisionmakers	<i>Light blue means that some level of progress is being completed toward this action – which may be prep work, or follow up work</i>	<i>Darker blue means that the bulk of work toward this action is taking place in the associated time-frame.</i>	<i>No color fill means action is completed or has not begun</i>

**Appendices:** Appendices A, B & C highlight how the Action Plan aligns with existing Metro and RTO policies, including:

- Metro's 2018 Regional Transportation Plan
- 2018 RTO Strategy
- Metro's Strategic Plan to Advance Racial Equity, Diversity & Inclusion (SPAREDI)
- Metro Planning & Development Department's Racial Equity Action Plan

**Goal 1:** Metro’s RTO program addresses community identified barriers to, and burdens on, Black, Indigenous, and people of color (BIPOC) in accessing travel options; which includes cost, personal safety from harassment/bias, and physical access to travel options

**Outcome 1a:** The RTO program identifies and funds strategies to address barriers and burdens in collaboration with partners

Actions: Goal 1, Outcome 1a	Program Area	Short-term	Medium-term	Long-term
Identify gaps in grantee programming to address barriers and implement programming led by Metro; using data, research and funding to pilot concepts that could scale up	RTO Programming/ Community Engagement			
Develop a language access program within RTO for Metro-led programs and grantees	RTO Programming/ Community Engagement			
Continue racial equity focused research, building on 2019 focus groups to continue identifying barriers and potential strategies to address them	Research and Evaluation			
Explore how RTO can support programs that enhance safety on transit through non-armed and culturally trained staff – building on Portland Streetcar, TriMet and Portland Street Response programs	Policy/ Partnership/ Influence			

**Outcome 1b:** The RTO program qualitatively and quantitatively measures barriers and burdens to, and perceptions of, travel options for BIPOC communities before and after Metro and partner-led programming

<b>Actions: Goal 1, Outcome 1b</b>	<b>Program Area</b>	<b>Short-term</b>	<b>Medium-term</b>	<b>Long-term</b>
Provide qualitative and quantitative information from Metro research (and outside research) on barriers and burdens identified by communities of color in greater Portland to grant applicants as they develop their proposals.	Grantmaking			
Explore opportunities for funding specific barriers through Infrastructure and Innovation grant category that may address the built environment within RTO funding eligibility (i.e. lighting)	Grantmaking			
Develop racial equity performance measures/evaluation criteria on RTO program's reduction in identified barriers	Research and Evaluation			



**Goal 2:** Metro RTO funded travel options programs that are designed for BIPOC communities are developed and delivered in collaboration with BIPOC communities

**Outcome 2a:** The RTO program removes barriers and increases accessibility of funding for culturally specific organizations

<b>Actions: Goal 2, Outcome 2a</b>	<b>Program Area</b>	<b>Short-term</b>	<b>Medium-term</b>	<b>Long-term</b>
Develop a Racial Equity Capability Index. Along with TDM Capability Index, help partners advance in both and prioritize partners with higher capability in both as part of the RTO grant program. Start out as a simple self-assessment with grant application, develop with partners into a more robust tool.	Grantmaking			
Learn from the Community Placemaking grant program strategies for inclusive engagement, which could include: hiring community liaisons to help inform and engage potential partners; creating different types of application submission options	Grantmaking			
Explore opportunities for more fiscal sponsorship and subcontracting to culturally specific organizations with embedded equity elements such as: requirements for timely payments, evaluating reasonable grant funding for CBO's, fiscal sponsor's commitment to racial equity, criteria for subcontracting organizations that builds their capacity to apply directly in the future	Grantmaking			
Ensure expectations around subcontracting, federal funding requirements, overhead rates, and grantee reporting are clear and offer technical assistance for new and smaller organizations	Grantmaking			

<b>Actions: Goal 2, Outcome 2a (cont'd)</b>	<b>Program Area</b>	<b>Short-term</b>	<b>Medium-term</b>	<b>Long-term</b>
Develop training series for grantees on applying for grants, reporting, and racial equity outcomes. Offer a few at the beginning of the 3 year cycle and smaller sessions annually.	Grantmaking			
Develop a process for direct contracts vs. grants with organizations high on racial equity capability index and emerging or new partners. Provide access to funds with a lower barrier than a grant, as well as work on Metro-led pilot initiatives to address known barriers or fill gaps in grantee programming	RTO Programming/ Community Engagement			
Add evaluation of level of funding going toward culturally specific and BIPOC-led organizations	Research and Evaluation			

**Outcome 2b:** The RTO program has an effective and culturally specific engagement and partnership strategy

<b>Actions: Goal 2, Outcome 2b</b>	<b>Program Area</b>	<b>Short-term</b>	<b>Medium-term</b>	<b>Long-term</b>
Develop inclusive process for diverse grant review committee, with a focus on inclusion of those with lived experience with racism. Include implicit bias training for all committee members. Learn from other departments and grant programs at Metro.	Grantmaking			
Provide ‘meet and greet’ opportunities between smaller organizations and Core Partners to connect on opportunities before grant solicitation	Grantmaking			
Provide more outreach and engagement to community based and culturally specific organizations to better understand and access the program	RTO Programming/ Community Engagement			
Provide support for Core Partners on community engagement with BIPOC communities, employers, and workers	RTO Programming/ Community Engagement			
Determine internal review process for racial equity strategy. Engage with Metro DEI team for direction on internal review of strategy and outcomes.	Research and Evaluation			
Develop racial equity outcomes for Multiple Accounts Evaluation Framework, review with DEI and align with existing outcome measurement at Metro	Research and Evaluation			
Determine external review strategy of the RTO program’s impact in meeting our racial equity goals and outcomes; specifically from communities of color	Research and Evaluation			



**Goal 3:** Metro’s RTO program generates long term opportunity for BIPOC communities to grow wealth through improved access from transportation investments

**Outcome 3a:** The RTO program measures access to gainful employment and stable housing for BIPOC communities through Metro-led and partner-led travel options programming

Actions: Goal 3, Outcome 3a	Program Area	Short-term	Medium-term	Long-term
Refine RTO Commuter program equity outcomes as well as RTO Community program development. Focus on defining the barriers we are trying to address within each program area.	RTO Programming/ Community Engagement			
Explore ways to expand the employer pass program, particularly partnering with affordable housing agencies and other existing Metro workforce partners. Determine how Metro plays a role in prioritizing certain categories of workplaces.	Policy/ Partnerships/ Influence			
Determine RTO role in vanpool or local shuttles for community – particularly for non-commute trips, and for connecting workers to jobs outside of the Metro boundary	Policy/ Partnerships/ Influence			
Determine RTO role in regional discussions with large employers that require a labor force from around the region to underscore the importance of providing equitable travel options	Policy/ Partnerships/ Influence			

**Goal 4:** Metro's RTO program works with partners to learn together on how to adapt and develop programming that is inclusive of and meets the needs of BIPOC community members in all parts of the region

**Outcome 4a:** All RTO partners have a racial equity plan for their travel options program and a strategy for ongoing training, refinement, and evaluation of their work toward that plan.

Actions: Goal 4, Outcome 4a	Program Area	Short-term	Medium-term	Long-term
Explore dedicating a portion of grant funding for Core & SRTS partners toward working with a racial equity consultant, depending on partner's racial equity self-assessment or placement of the Racial Equity Capability Index	Grantmaking			
Provide clear directions, definitions, and expectations for racial equity activities in grant application – tie to existing Metro policies	Grantmaking			
Regularly convene existing and past grantees to share program improvements, challenges and opportunities	Grantmaking			
Convene Core Partners to explore opportunities to create a shared racial equity data collection and analysis framework, which can inform the Racial Equity Capability Index, outcome evaluation in Multiple Accounts Evaluation Framework, etc.	Research and Evaluation			
Provide general and on-going racial equity/racial equity in transportation trainings for staff and partners. Develop training continuum and operationalization expectations that connect to grant deliverables. Use Racial Equity Capability Index to support development of training continuum.	RTO Programming/Community Engagement			

**Outcome 4b:** RTO staff regularly report on and share progress toward racial equity goals, actions, and evaluation; ensuring work is in alignment with Metro’s Strategic Plan to Advance Racial Equity.

<b>Actions: Goal 4, Outcome 4b</b>	<b>Program Area</b>	<b>Short-term</b>	<b>Medium-term</b>	<b>Long-term</b>
When developed, apply Racial Equity Capability Index to overall Metro RTO program, report out to partners during evaluation of RTO program	Grantmaking			
Collaborate and be responsive to other Metro policies and programs to refine actions and determine roles (including DEI, RTP, TSMO, Housing, Community Placemaking, etc.)	Policy/ Partnership/ Influence			
Develop communications plan for new program initiatives, possibly a quarterly newsletter that highlights staff and the program, project examples, provides resource links and a calendar of upcoming events or opportunities	RTO Programming/ Community Engagement			
Ensure RTO staff are trained and using Metro’s Racial Equity Framework on any Metro-led RTO initiative to ensure it advances racial equity as defined by the agency	RTO Programming/ Community Engagement			
Utilize Metro’s decision-making framework and action plan on policing and use of carceral systems to evaluate our funding and impact on enforcement of the transportation system	RTO Programming/ Community Engagement			
Evaluate Metro-led initiatives work toward racial equity outcomes and metrics for RTO and P&D, as well as within grantee program evaluation	Research and Evaluation			
Add evaluation of level of funding toward organizations at different levels on the Racial Equity Capability Index, tracking progress of organizations moving up in both Racial Equity & TDM Capability Indices	Research and Evaluation			



## APPENDIX A – METRO REGIONAL TRANSPORTATION PLAN ALIGNMENT

The Regional Transportation Plan (RTP) is a blueprint to guide investments for all forms of travel through the Portland metropolitan region. The plan identifies current and future transportation needs, investments needed to meet those needs, and what funds the region expects to have available over the next 25 years to make those investments a reality. This table details how the 2022 RTO Racial Equity Strategy aligns with goals within the 2018 RTP.

View the complete [2018 Regional Transportation Plan](#)

Regional Transportation Plan Goals	RTP Objectives	RTO Racial Equity Goal 1	RTO Racial Equity Goal 2	RTO Racial Equity Goal 3	RTO Racial Equity Goal 4
<b>Goal 2 – Shared Prosperity:</b> People have access to jobs, goods and services and businesses have access to workers, goods and markets in a diverse, inclusive, innovative, sustainable and strong economy that equitably benefits all the people and businesses of the greater Portland region	<b>Objective 2.4 Transportation and Housing Affordability</b> – Reduce the share of income that households in the region spend on transportation to lower overall household spending on transportation and housing.	✓		✓	
<b>Goal 3 – Transportation Choices:</b> People throughout the region have safe, convenient, healthy and affordable options that connect them to jobs, school, services, and community places, support active living and reduce transportation-related pollution.	<b>Objective 3.1 Travel Choices:</b> Plan communities and design and manage the transportation system to increase the proportion of trips made by walking, bicycling, shared rides and use of transit, and reduce vehicle miles traveled.	✓			✓
<b>Goal 4 – Reliability &amp; Efficiency:</b> The transportation system is managed and optimized to ease congestion, and people and businesses are able to safely, reliably and efficiently reach their destinations by a variety of travel options.	<b>Objective 4.5 – Demand Management:</b> Increase the number of households and businesses with access to outreach, education, incentives and other tools that increase shared trips and use of travel options	✓			✓

<b>Goal 5 – Safety &amp; Security:</b> People’s lives are saved, crashes are avoided and people and goods are safe and secure when traveling in the region.	<b>Objective 5.2 Transportation Security:</b> Reduce the vulnerability of the public and critical passenger and freight transportation infrastructure to crime and terrorism	✓			
<b>Goal 7 – Healthy People:</b> People enjoy safe, comfortable and convenient travel options that support active living and increased physical activity, and transportation-related pollution that negatively impacts public health are minimized.	<b>Objective 7.1 Active Living:</b> Improve public health by providing safe, comfortable and convenient transportation options that support active living and physical activity to meet daily needs and access services.	✓	✓	✓	
<b>Goal 8 – Climate Living:</b> The health and prosperity of people living in the greater Portland region are improved and the impacts of climate change are minimized as a result of reducing transportation-related greenhouse gas emissions.	<b>Objective 8.3 Vehicle Miles Traveled:</b> Reduce vehicle miles traveled per capita	✓			
<b>Goal 9 – Transportation Equity:</b> The transportation-related disparities and barriers experienced by historically marginalized communities, particularly communities of color, are eliminated.	<b>Objective 9.1 Transportation Equity:</b> Eliminate disparities related to access, safety, affordability and health outcomes experienced by people of color and other historically marginalized communities.	✓	✓	✓	✓
	<b>Objective 9.2 Barrier Free Transportation:</b> Eliminate barriers that people of color, low income people, youth, older adults, people with disabilities and other historically marginalized communities face to meeting their travel needs.	✓	✓		✓
<b>Goal 11 Transportation &amp; Accountability:</b> Regional transportation decisions are open and transparent and distribute the benefits and burdens of our investments in an equitable manner.	<b>Objective 11.1 Meaningful Public and Stakeholder Engagement</b> – Engage more and a wider diversity people in providing input at all levels of decision-making for developing and implementing the plan, particularly people of color, English language learners, people with low income and other historically marginalized communities.		✓	✓	✓

## APPENDIX B: RTO STRATEGY ALIGNMENT & EXISTING PERFORMANCE MEASURES

The 2018 RTO Strategy was developed to provide a framework for the program for the next 10 years. This strategy was developed with input and engagement from the community and our partners. The following table details how the 2022 RTO Racial Equity Strategy aligns with goals identified in the 2018 RTO Strategy.

View the complete [2018 RTO Strategy](#)

RTO Strategy Goals	RTO Strategy Objectives	RTO Racial Equity Goal 1	RTO Racial Equity Goal 2	RTO Racial Equity Goal 3	RTO Racial Equity Goal 4
<b>Goal 1:</b> Increase access to and use of travel options to reduce vehicle miles traveled, provide cleaner air and water, improve health and safety, and ensure people have choices for travelling around the region	<b>Objective 1.1:</b> Reduce the number of trips using personal, single occupancy vehicles by educating and encouraging the public to drive less and utilize walking, biking, carpooling, vanpooling and public transit	✓	✓	✓	✓
<b>Goal 2:</b> Reach existing and new participants more effectively by expanding the RTO program and working with new partners	<b>Objective 2.1:</b> Build partners travel options capacity and expertise regionally		✓		✓
	<b>Objective 2.2:</b> Allocate RTO resources in a way that prioritizes and impacts communities of color, older adults, youth, people with disabilities, and low-income households	✓	✓		✓
<b>Goal 3:</b> Encourage families to walk and bicycle to school safely by implementing a Regional Safe Routes to School Program	<b>Objective 3.1:</b> Provide regional coordination and program development to support SRTS efforts throughout the region	✓	✓		✓
	<b>Objective 3.2:</b> Support local jurisdictions, school districts, and other partners in delivering Safe Routes to School programming		✓		✓

<b>Goal 4:</b> Measure Program, Evaluate Impacts, and Continually Improve the Program	<b>Objective 4.1:</b> Evaluate RTO grants and funded programs to pursue a suite of RTO-funded activities that collectively achieve program-wide goals and align with the state Transportation Options Plan performance measures	✓	✓	✓	✓
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The RTO Strategy identified performance measures by which to track progress toward our goals. The following are performance measures that align with the work developed for the RTO Racial Equity Strategy

<b>RTO Strategy Performance Measure</b>	<b>RTO Strategy Goal</b>	<b>Baseline</b>	<b>2028 Target</b>	<b>RTO Racial Equity Goals</b>
Identified barriers for communities of color, older adults, people with disabilities and/or low income households reduced	Goal 2	TBD	3-5 targets identified and reduced	Goal 1
Percent of RTO investments targeted to communities of color, older adults, people with disabilities, and/or low-income households	Goal 2	TBD	TBD	Goal 2



## APPENDIX C: METRO RACIAL EQUITY POLICY ALIGNMENT

Guided by input from regional partners and informed by research, in 2016 Metro identified racial equity as the approach to ensure all people who live, work and recreate in the Portland region have the opportunity to share in and help define a thriving, livable and prosperous place. Metro adopted the agency wide Strategic Plan to Address Racial Equity, Diversity and Inclusion and each department within Metro created their own action plans to outline specific work toward this plan. The Planning & Development department adopted their Racial Equity Action Plan in 2018. This table details how the 2022 RTO Racial Equity Strategy aligns with the goals of Metro Racial Equity policies and action plans.

*View the complete strategy and action plan:*

[2018 Planning & Development \(P&D\) Racial Equity Action Plan](#)

[Metro Strategic Plan to Address Racial Equity, Diversity & Inclusion \(SPAREDI\)](#)

Planning & Development Racial Equity Action Plan Actions	P&D Racial Equity Principle	Metro SPAREDI Goal	RTO Racial Equity Goal 1	RTO Racial Equity Goal 2	RTO Racial Equity Goal 3	RTO Racial Equity Goal 4
Regulation and policy: Seek access to and utilize the most relevant, accurate, and informative data and analysis methods to better understand and articulate how our work affects people of color	Influence	A	✓			
Ensure the investment criteria for all grant programs in P&D require specific and transparent consideration of racial equity in the evaluation process	Influence	E	✓	✓		
Prioritize equity practices from Metro's Equity in Contracting program for all procurement efforts.	Influence	E		✓		
Develop capacity for emerging community leaders to participate in committees	Power	A		✓		

Increase diverse participation on Metro Committees by providing stipends, in accordance with agency policy.	Power	B		✓		
Ensure committee recruitment processes include proactive and meaningful efforts to reach out to and recruit candidates of color, make the recruitment process friendly and accessible,	Power	C		✓	✓	
Co-create community projects and programs in partnership with community based organizations to ensure they genuinely reflect community values and voices associated with the project or program	Power	B		✓		
Develop and standardize opportunities for people of color who served on decision-making/influencing bodies to provide feedback about whether they feel they actually made or influenced decisions	Power	B		✓		
Learn and apply new approaches to the co-creation of community engagement and partnership efforts.	Innovation	A		✓		
Provide opportunities for formal staff training and informal discussion of racial equity concepts	Culture	C				✓
Provide opportunities for staff to collaborate and connect with colleagues in other Metro departments and other partner public agencies who are working on applying racial equity to their work	Culture	A				✓

Actively participate in groups and organizations that are advancing people of color in the field of urban planning, develop relationships with others who are working on similar goals in the field	Culture	C		✓		✓
Seek opportunities to communicate with peers locally and nationally about Metro's commitment to racial equity and exchange best practices in order to effect change in the field.	Culture	A				✓
Create opportunities for staff to interact with community members of color around trends, challenges or opportunities that emerge from P&D programs	Accountability	C	✓	✓		✓
Establish indicators, tools and processes for tracking and reporting progress on the goals of this strategy.	Accountability	E				✓

If you picnic at Blue Lake or take your kids to the Oregon Zoo, enjoy symphonies at the Schnitz or auto shows at the convention center, put out your trash or drive your car – we’ve already crossed paths.

So, hello. We’re Metro – nice to meet you.

In a metropolitan area as big as Portland, we can do a lot of things better together. Join us to help the region prepare for a happy, healthy future.

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