

# Public Engagement Plan

Clackamas County Travel Options Action Plan

September 26, 2024

DRAFT

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# 1 Introduction

This public engagement plan (PEP) will guide outreach for the planning process of the Clackamas County Travel Options Action Plan (the TO Action Plan). Public involvement efforts will include a variety of stakeholders with varying interests to inform the travel options recommendations within the TO Action Plan. This PEP outlines the purpose and background of the project, strategies, and tools for involving the public in the planning process, as well as the schedule for implementing engagement tools. This is a working document that will be revised as new ideas and other adjustments are identified.

# 2 Project Overview

The Clackamas County Travel Options Action Plan will serve as the travel options section of the County's Transportation System Plan (TSP). The TO Action Plan will comprehensively plan Travel Demand Management (TDM) programming for urban Clackamas County and identify new, innovative opportunities to improve access and mobility for people who live, work, and play in Clackamas County.

TDM is the application of programs and activities to make it easier for people to travel without a single occupancy vehicle. TDM focuses on strategies and techniques to reduce vehicle demand on roadways by increasing the use of modes other than driving alone. TDM includes, but is not limited to, travel options such as van pools, commuter shuttles, bike parking, vehicle parking policy and employer programs such as reduced transit pass.

TDM solutions do not come packaged in "one-size-fits-all". Therefore, it is necessary to determine which TDM activities are most suitable for Clackamas County given the county's unique geographic challenges and limited transit options. The project will identify strategies to help people living and working in Clackamas County better utilize the existing multimodal networks and provide direction on specific TDM actions and programming for investment during the 10-year planning horizon.

Utilizing findings from the project's technical analyses and community feedback provided throughout the course of the planning process will help ensure that final TDM recommendations will center the county's unique geographic challenges, limited transit options, and community perspectives. The Plan will result in a plan for programming within the county with the goal to provide and make people aware of travel options; reduce greenhouse gas emissions; and improve public health. The project will focus on the urban areas of Clackamas County.

## 3 Equity Considerations

Clackamas County “supports effective and genuine community engagement by ensuring an inclusive and equitable process so that every voice is heard, and decisions reached result in an improved lived experience for all residents of the county.”<sup>1</sup>

The engagement strategy will leverage existing county partnerships with community-based organizations, non-profits, and other regional partners as appropriate.

There are some groups that are disproportionately represented in the planning process, with feedback typically coming from white, middle income community members. Methods for engaging Black, Indigenous, and People of Color (BIPOC), and others not typically involved in the planning process could include efforts such as:

- Working with agencies and community organizations that serve underrepresented communities who may provide input on the project and potentially help promote feedback opportunities through their networks.
- Promoting and/or providing feedback opportunities using culturally relevant platforms like flyers posted on bulletin boards in community rooms or at culturally specific businesses or tabling at culturally specific events.
- Holding community meetings in accessible, culturally relevant locations.
- Providing transcreated<sup>2</sup> promotional materials and survey questions, and interpretation services at briefings/community conversations, if needed.

The engagement efforts noted above will also ensure compliance with Title VI of the Civil Rights Act of 1964<sup>3</sup> and relevant engagement Division Rules laid out in the Chapter 660 Division 12 of the State of Oregon’s Land Conservation and Development Department code<sup>4</sup>, described below.

### 3.1 Title VI

According to the Clackamas County Civil Rights Title VI Plan:

It is the policy of Clackamas County to involve the public in important decisions by providing for early, open, and continuous public participation in and access to key planning and project decision-making processes. The County recognizes that Title VI has been implemented to ensure decision-making processes are designed to prevent disproportionate adverse human health and environmental effects, including social and economic effects, as a result of any County project or activity on communities of color and low-income populations.

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<sup>1</sup> Clackamas County Community Engagement Framework

<sup>2</sup> “Transcreation” refers to translating materials in a culturally relevant way, with the understanding that phrasing, idioms, etc. used in one language/culture may not be understood in another if translated verbatim.

<sup>3</sup> [Fact Sheet: Protecting Individuals from Discrimination Based on Shared Ancestry or Ethnic Characteristics](#)

<sup>4</sup> [Chapter 660, Statewide Planning Goal 12: Transportation Planning](#)

Title VI requires that outreach related to projects or programs receiving federal funding or assistance must include collecting data on the intended population(s) reached and who participates, especially if limited English proficiency or environmental justice thresholds apply.

The demographics of Clackamas County outlined below help the project team understand the racial and economic composition of the county as well as well as language needs for outreach materials<sup>5</sup>.

	% of population
White	78.4%
Black or African American	1.5%
American Indian and Alaska Native	1.1%
Asian	5.8%
Native Hawaiian and Other Pacific Islander	0.3%
Two or more races	4.2%
Hispanic/Latino	10.2%
<b>Total population</b>	<b>101.5%</b>

*Race (not Hispanic or Latino by origin).*

Per the Clackamas County Department of Transportation and the Development Title VI Implementation Plan, when looking at the County as a whole, the following languages have an LEP score not strong enough to meet the 5 percent threshold, but are above the 1,000 person threshold and should be considered during outreach planning<sup>6</sup>:

Language	% of Total County Population	Total Persons
Spanish	2.33%	8,365
Chinese	0.39%	1,417
Russian	0.31%	1,122
Korean	0.28%	1,022
Vietnamese	0.28%	1,015

*Language spoken at home by ability to speak English for the population 5 years and over; persons who speak English less than "very well".*

The grant funding by Metro that funds the Travel Options Action Plan project, which will act as the travel options section of the County's Transportation System Plan. The TOAP will identify TDM approaches that serve people traveling to, from, or within the county's urban areas. A

<sup>5</sup> U.S. Census Bureau, Quick Facts

<sup>6</sup> U.S. Census Bureau, 2010-2012 American Community Survey

closer look at the demographics of communities living within the Clackamas County Metro Area are as follows:

	% of Population
Population less than 18 years old	20.4%
Population age 65 and older	19.4%
Population with Limited English Proficiency	1.3%
Population of Black, Indigenous, and People of Color communities	18.9%
Population of people of Latino/Hispanic descent	9.2%
Households with at least one disabled person	24.7%
Population with incomes under the federal poverty level	7.7%

*High-level summary of demographics within the Clackamas County Metro Area.<sup>7</sup>*

The project team will assess whether any items in the proposed recommendations could have adverse effects, disparate impacts, or disproportionate burdens to Clackamas County community members based on race, color, or national origin. If impacts are noted, the project team will identify potential mitigation options.

### 3.2 Statewide Planning Goal 12: Transportation Planning, Chapter 660

The State of Oregon’s Department of Land Conservation and Development (DLCD) outlines engagement guidance and requirements to reach underserved populations during transportation planning efforts. The purpose of these provisions are to “provide and encourage a safe, convenient, and economic transportation system” that accounts for “the mobility and access needs of those who cannot drive and other underserved populations.”

To reach this goal, the DLCD directs jurisdictions to make a special effort to center underserved populations<sup>8</sup> in the planning process by

- “Inform[ing] them about the choices that need to be made in the project
- Giv[ing] them a meaningful opportunity to inform the planning process, and;
- Giv[ing] them an equitable share of the decision-making power over key decisions, to the extent possible.”<sup>9,10</sup>

<sup>7</sup> U.S. Census Bureau, 2010-2012 American Community Survey

<sup>8</sup> “Underserved populations” are defined in DLCD Chapter 660, Section 660-012-0125

<sup>9</sup> DLCD Chapter 660, Section 660-012-0120

<sup>10</sup> DLCD Chapter 660, Section 660-012-0130

## 4 Public Engagement Process

The project team will engage the TO Plan Steering Committee as well as the public to gather feedback during key phases of the project around topics such as:

- Engagement strategies
- Plan vision and goals
- Community perspectives on transportation challenges, opportunities, and motivations regarding mode choice
- Plan recommendations and pilot priorities

All public involvement will specify how feedback is used to impact the project. Regular discussion will be held among the project team to identify gaps in participation and identify areas for improvement.

### 4.1 Community Engagement Goals and Objectives

By striving to achieve the goals and objectives listed below, the project team will work to inform the public on the project and underlying goals as well as involve the public to help the project team develop Transportation Demand Management (TDM) recommendations that reflect community perspectives on transportation challenges and opportunities. The engagement goals for developing the Clackamas County Travel Options Action Plan are as follows<sup>11</sup>:

**Goal 1: Build community awareness and shared understanding of project need and ways to participate.**

**Objective:** Plan, coordinate, and/or support this project through a variety of public engagement and outreach methods. Provide a consistent information flow regarding project updates and engagement opportunities to stakeholders, community members, and agency partners. Methods include: development of a project website, dissemination of a project fact sheet, and conducting outreach via social media, newsletters, listservs, tapping partner agencies, etc.

**Goal 2: Implement engagement opportunities that catalyze feedback from communities historically underrepresented in planning processes.**

**Objective:** Use communication approaches that enable accessible and inclusive participation in the process. Methods include: transcreating project materials such as the project fact sheet and survey questions as well as outreach to partners and community groups that serve diverse audiences based on race, linguistic backgrounds, income level, housing tenure, and ZIP code.

**Goal 3: Leverage guidance, existing community relationships, and expertise from agency partners and commissions to inform plan recommendations.**

**Objective:** Consult the Travel Options Action Plan (TOAP) Steering Committee members, key community stakeholders, and other agency partners for input into and implementation of outreach tactics and proposed recommendations.

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<sup>11</sup> See Appendix A for Engagement Metrics related to each outreach goal.

**Goal 4: Gather and use public input throughout the planning and decision-making process, making explicit the through-line between public feedback and planning outcomes.**

**Objective:** Identify and implement a variety of engagement strategies for gathering feedback, with clear understanding of how each method of feedback will be used to inform project deliverables. Tactics include convening the TOAP Steering Committee, hosting a community conversation or focus group, and distributing a project survey.

**Objective:** Document how community feedback informs or impacts the planning process by drafting an engagement summary that synthesizes key engagement findings and identifying areas within final planning documents where outreach feedback influenced recommendations.

## 4.2 Key Decisions and Input Opportunities

Public engagement will inform key decisions and activities for this project. The following table identifies the key public involvement milestones. Once the TO Action Plan is drafted, the project team will bring it to the TO Action Plan Steering Committee to help finalize the plan and prioritize a pilot project(s) for the next phase of the project.

Key Decisions	Stakeholders	Primary Engagement Methods
Engagement strategies and audiences	<ul style="list-style-type: none"> <li>• TOAP Steering Committee</li> <li>• Partner agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Steering committee meetings</li> </ul>
Confirming project vision and goals	<ul style="list-style-type: none"> <li>• TOAP Steering Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Steering committee meetings</li> </ul>
Identifying travel preferences, barriers, and opportunities to inform possible TDM strategies	<ul style="list-style-type: none"> <li>• TOAP Steering Committee</li> <li>• General public</li> <li>• Title VI community members</li> </ul>	<ul style="list-style-type: none"> <li>• Steering committee meetings</li> <li>• Online survey</li> <li>• Focus group</li> <li>• Advisory group briefings</li> </ul>
Finalizing recommendations and pilot project prioritization	<ul style="list-style-type: none"> <li>• TOAP Steering Committee</li> <li>• General public</li> <li>• Title VI community members</li> </ul>	<ul style="list-style-type: none"> <li>• Steering committee meetings</li> <li>• Online survey</li> <li>• Focus group</li> <li>• Council hearings</li> <li>• Project memos, presentations, and other materials as needed</li> </ul>

## 4.3 Levels of Participation

The community involvement opportunities will be organized to allow people to engage across a spectrum of interest levels:

- **Inform:** Some members of the public will want to know about the project, others will be interested in tracking the process and staying up to date on the latest project news. Staff will use multiple methods of outreach to inform the public about the project and



allow interested individuals to stay informed. Staff will provide balanced and objective information to assist the public in understanding the project and how it may affect them.

- **Consult:** Interested members of the community will want to provide input on the transportation opportunities, challenges, and related priorities. This is typically a higher level, more quantitative approach to identify key themes.
- **Involve:** Some members of the community will be interested in contributing more robustly during the planning process and development of final recommendations. Staff will provide feedback opportunities to these individuals at key points in the process that will be more qualitative in nature (such as interviews or community conversations). Some liaisons or representatives of groups may also want to be involved in outreach activities to help gather public feedback.

## 4.4 Engagement Tools, Tactics, and Audience

Engagement for this planning process is limited in duration as well as general capacity. The highest priority methods of engagement include the convening of a Travel Options Action Plan Steering Committee, briefings with existing advisory groups, conducting an online survey, and convening a virtual focus group. Each of the methods and their proposed audiences are described in more detail below<sup>12</sup>.

Following the description of the high-priority engagement approaches, is a tactics table that represents a suite of options to support broad or otherwise remote outreach as well as directed outreach. Tools may be further customized once tactics for best reaching priority audiences are determined and follow-up needs are identified.

### Travel Options Action Plan Steering Committee Meetings (Virtual)

The project team will meet with the TOAP Steering Committee four times during the planning phase of the project. Meetings will cover diverse topics and will occur in alignment with key milestones of the project schedule:

- **Meeting 1 – August 2024:** Project Kick-Off and Engagement Approach
- **Meeting 2 – October 2024:** Plan Vision and Goals
- **Meeting 3 – Winter 2025:** Plan Recommendations
- **Meeting 4 – Spring 2025:** Pilot Project Prioritization

Steering committee members

Metro	Marne Duke
SMART (South Metro Area Regional Transit)	Kelsey Lewis
Tri Met	Darrin Lund
Clackamas County Public Government Affairs (PGA)	Ellen Rogalin
Lake Oswego	Will Farley

<sup>12</sup> Please note members of any advisory group or the focus group can also take the community survey and/or promote the project to others in their networks.

Community Planning Organization e.g. Oak Grove Community Council	Joseph Edge
Clackamas County Health Housing Human Services (H3S) - Transit	Kristina Babcock
Clackamas Community College Transportation	Sara Ford Oades
ODOT	Stephanie Miller
TriMet / DEQ ECO Survey Administrator	Darin Lund
Get There Oregon – statewide TDM resource and branding. Launched by ODOT	Sydney Cape
Street Trust	Nicole Perry

**Stakeholder Meetings – TBD**

The project team will present at existing advisory group meetings to inform them of the project and gather feedback, which can be used to inform initial plan recommendations and/or to help inform pilot project priorities. The timing of the stakeholder meetings will be determined by the project team and advisory group schedules.

Potential advisory groups include:

- Clackamas County Pedestrian and Bicycle Advisory Group
- Clackamas Transportation Advisory Committee
- Clackamas County Youth Action Board
- Clackamas County Traffic Safety Commission
- Clackamas County Aging Services Advisory Council

**Online Survey – Early December 2024 thru Late January 2025**

A bilingual online survey will be deployed to gather feedback on people’s travel preferences and what potential opportunities and barriers exist as they travel to, from, and within Clackamas County’s urban areas. Findings from the Existing Conditions Analysis will inform additional questions as needed. Feedback from the survey will be used to inform initial plan recommendations.

The survey will be marketed via social media outreach, newsletters, email listservs, and dispersed via Steering Committee members and partner agencies. The initial audience for the online survey includes:

- General public
- Employers and Employees
  - North Clackamas Chamber
- McLoughlin-area business organizations
- School-related
  - Clackamas Community College (Wilsonville, Milwaukie, and Oregon City)
  - School Districts
  - PTAs
  - Individual schools
- Neighborhood associations

- Bike Milwaukie
- Canby Bike Advisory Committee
- Oregon Walks
- Clackamas County Bus Alliance
- Sunnyside Community Planning Organization
- Sunrise Corridor Outreach Group

#### **Virtual Focus Group – February or March 2025**

The project team will recruit participants for a 2-hour virtual focus group session. The session will be used to refine initial recommendations, allowing participants to dive deeper into the proposed recommendations, with questions being informed by the existing conditions analysis, findings from the online survey, and the development of plan recommendations. Some potential topics include:

- Travel trends
- Driver issues and opportunities (e.g. lack of access to parking in urban cores, congestion, etc.)
- Refinement of specific plan recommendations
- Pilot project prioritization

The project team will prioritize recruiting community organizations and social service providers that serve Clackamas County residents and visitors (e.g. faith institutions, schools, organizations that diverse community members based on race, income, English proficiency, etc.). The project team will also consider including representatives from large employers in Clackamas County that have an office-based workforce. The initial list of potential focus group participants is as follows:

- Community Organizations
  - Northwest Family Services and Vibrant Futures Coalition
  - AntFarm
  - Todos Juntos
  - Unite Oregon
  - Affordable Housing Partners
    - Northwest Housing Alternatives
  - Portland Indigenous Marketplace
- Social service providers
- Faith-based institutions
- School-related representatives or organizations
  - North Clackamas School District
  - SR2S representatives
  - Clackamas Community College
  - PTA members
- Employers
  - Major employers with office-based staff (Willamette View, Lake Road Health Center)
  - Business associations (Sandy Connect, Damascus Connect)
  - Chambers of Commerce (North Clackamas Chamber)
- Transit dependent populations
- Elders
- Youth

- Community members with disabilities
  - Human Center (Wilsonville)
- Clackamas Community Planning Organizations

### **Other Opportunities**

There are many existing relationships that the project team may inform and/or coordinate with as part of the planning effort. These agencies include:

- South Clackamas Transportation District
- Local Jurisdictions: Gladstone, Lake Oswego, Milwaukie, Oregon City, Wilsonville
- Department of Land Conservation and Development
- Elected officials
  - Board of County Commissioners
  - Metro
  - Regional and state legislators

Outreach Tools	Roles and responsibilities	Participation Level <sup>13</sup>	Audiences			
			TOAP Steering Committee	Other agency partners	Community organizations / Title VI/CFEC	General public
<b>Collateral/materials</b>						
<b>Project website</b> <i>Use as an opportunity to educate about the project, provide updates on project status, share information about project milestones and upcoming engagement opportunities, provide background and archive documents, and solicit online feedback.</i>	<b>County:</b> develop content, build out site <b>Steer:</b> provide input on content <b>EI:</b> None	Inform	✓	✓	✓	✓
<b>Survey (up to 1)</b> <i>Survey instrument designed to capture information on topics such as community values and preferred design options— laid out for online use.</i>	<b>County:</b> review survey questions <b>Steer:</b> draft survey questions, conduct survey analysis <b>EI:</b> review survey questions, consult on survey approach, build out survey on MetroQuest platform	Consult			✓	✓
<b>Fact sheet</b> <i>Project overview, planning process, FAQs, information about engagement opportunities, invitation to share feedback.</i>	<b>County:</b> draft content, translate content (as needed), & design fact sheet <b>Steer:</b> TBD <b>EI:</b> None	Inform	✓	✓	✓	✓
<b>Online marketing and promotion</b> <i>Utilizing the County's existing communications channels - Digital promotion of the project and surveys. Could include ads in language.</i>	<b>County:</b> draft content, design posts (graphic design), translate content (as needed), and post to social media channels <b>Steer:</b> TBD <b>EI:</b> None	Inform	✓	✓	✓	✓
<b>Emails</b> <i>Including listservs for project updates, Clackamas County newsletters, Tri-Met channels, etc.</i>	<b>County:</b> review content, build out listserv, coordinate emails <b>Steer:</b> TBD <b>EI:</b> None	Inform	✓	✓	✓	✓
<b>Direct outreach</b>						
<b>Steering Committee Meetings (up to 4)</b> <i>Attendees could provide more detailed input on topics such as the vision and goals, transportation challenges and opportunities, and recommendations.</i>	<b>County:</b> draft content and build out presentations, coordinate and co-facilitate meetings <b>Steer:</b> review content, co-facilitate meetings, take notes <b>EI:</b> review content, attend 1 meeting re: engagement	Inform Consult Involve	✓			
<b>Stakeholder meetings (up to 4)</b> <i>These would consist of 2 meetings each with the Pedestrian and Bicycle Advisory Committee and Traffic Safety Commission, and/or Aging Services Advisory Council. Attendees could provide more detailed input on topics such as the vision and goals, transportation challenges and opportunities, and recommendations.</i>	<b>County:</b> draft content and build out presentations, coordinate and co-facilitate meetings <b>Steer:</b> review content, co-facilitate meetings, take notes <b>EI:</b> review content	Inform Consult Involve		✓		

<sup>13</sup> The outreach tools in the table indicate the level(s) of participation they are designed for. Many of the communication tools such as the fact sheet, emails, online marketing are primarily designed to share information and updates about the project and have therefore been labeled only as opportunities to inform. When possible, these communication tools will also provide an invitation, call to action, or include information about how to share feedback or otherwise engage in the project.

Outreach Tools	Roles and responsibilities	Participation Level <sup>13</sup>	Audiences			
			TOAP Steering Committee	Other agency partners	Community organizations / Title VI/CFEC	General public
<b>Virtual focus group (up to 1)</b> <i>This meeting would consist of community organizations who may be affected by and/or are interested in the project. Attendees could provide more detailed input on proposed recommendations in the plan, topics such as the vision and goals, transportation challenges and opportunities, and recommendations.</i>	<b>County:</b> coordinate recruitment, draft content and build out presentations, coordinate and co-facilitate meetings <b>Steer:</b> TBD <b>EI:</b> TBD	Inform Consult Involve			✓	

**Other potential engagement options**

Outreach Tools	Roles and responsibilities	Participation Level <sup>14</sup>	Audiences			
			Travel Options Steering Committee	Other agency partners	Community organizations / Title VI/CFEC	General public
<b>Direct outreach</b>						
<b>One-on-one interviews (up to 6)</b> <i>These interviews will target community organizations and other partners (particularly those who are underrepresented in the planning process) identified by the project team, steering committee, or others. They will consist of a series of questions to solicit input on topics such as the vision and goals, transportation challenges and opportunities, and recommendations.</i>	<b>County:</b> review interview guide/questions & conduct interviews, as needed <b>Steer:</b> draft interview guide/questions & conduct interviews, summarize findings <b>EI:</b> review interview guide/questions	Inform		✓	✓	
<b>In-person open house</b> <i>Host an open house that will provide an opportunity for people to learn about the project in person and give feedback directly to the project team.</i>	<b>County:</b> identify and secure venue, purchase refreshments, develop materials, bring supplies, & attend and present/support as needed <b>Steer:</b> TBD <b>EI:</b> TBD	Inform Consult			✓	✓
<b>Virtual public meeting</b> <i>Host a project-specific virtual event will provide an opportunity for people to learn about the project who may not be a part of a project briefing or community conversation and give feedback directly to the project team.</i>	<b>County:</b> draft content & build out presentation, present at meetings <b>Steer:</b> review content, as needed, present at meetings <b>EI:</b> TBD	Inform Consult			✓	✓

<sup>14</sup> The outreach tools in the table indicate the level(s) of participation they are designed for. Many of the communication tools such as the fact sheet, emails, online marketing are primarily designed to share information and updates about the project and have therefore been labeled only as opportunities to inform. When possible, these communication tools will also provide an invitation, call to action, or include information about how to share feedback or otherwise engage in the project.

# Appendix A. Engagement Metrics

The engagement goals for developing the Clackamas County Travel Options Action Plan are as follows:

**Goal 1: Build community awareness and shared understanding of project need and ways to participate.**

**Objective:** Plan, coordinate, and/or support this project through a variety of public engagement and outreach methods. Provide a consistent information flow regarding project updates and engagement opportunities to stakeholders, community members, and agency partners.

Metrics	Output
Diversity of outreach methods	<ul style="list-style-type: none"> <li>The number and type of outreach methods that are leveraged</li> </ul>
Reach	<ul style="list-style-type: none"> <li>The number of social media interactions (reach, likes, etc.)</li> <li>The number of people reached via email, newsletter, and other digital means</li> </ul>

**Goal 2: Implement engagement opportunities that catalyze feedback from communities historically underrepresented in planning processes.**

**Objective:** Use communication approaches that enable accessible and inclusive participation in the process.

Metrics	Output
Provision of accessible materials	<ul style="list-style-type: none"> <li>Informative materials are transcreated and free of jargon</li> </ul>
Diversity of participants in the planning process	<ul style="list-style-type: none"> <li>Information on the demographics of participants, where able. This includes:               <ul style="list-style-type: none"> <li>Racial diversity</li> <li>Linguistic background and English proficiency</li> <li>Income level</li> <li>Housing Tenure (Rentership/Homeownership status)</li> <li>Geographic diversity (by ZIP code)</li> </ul> </li> </ul>

**Goal 3: Leverage guidance, existing community relationships, and expertise from agency partners and commissions to inform plan recommendations.**

**Objective:** Consult the TO Action Plan Steering Committee members, key community stakeholders, and other agency partners for input into the outreach and/or planning process.

Metrics	Output
Steering committee feedback Agency partner feedback Community organization feedback	<ul style="list-style-type: none"> <li>• Number of community connections identified</li> <li>• Number of community connection interactions</li> </ul>

**Goal 4: Gather and use public input throughout the planning and decision-making process, making explicit the through-line between public feedback and planning outcomes.**

**Objective:** Identify and implement a variety of engagement strategies for gathering feedback, with clear understanding of how each method of feedback will be used to inform project deliverables.

**Objective:** Document how community feedback informs or impacts the planning process.

Metrics	Output
Feedback response rate	<ul style="list-style-type: none"> <li>• Number of survey participants</li> <li>• Number of attendees at briefings, focus groups, and steering committee meetings</li> </ul>
Feedback assessment	<ul style="list-style-type: none"> <li>• Quantitative and qualitative assessment of feedback, including assessment that highlights feedback from underrepresented communities, such as Title VI/CFED populations</li> </ul>
Documentation of findings and their influence	<ul style="list-style-type: none"> <li>• Development of engagement findings summaries</li> <li>• Development of summaries that describe how engagement findings influenced the planning process</li> </ul>



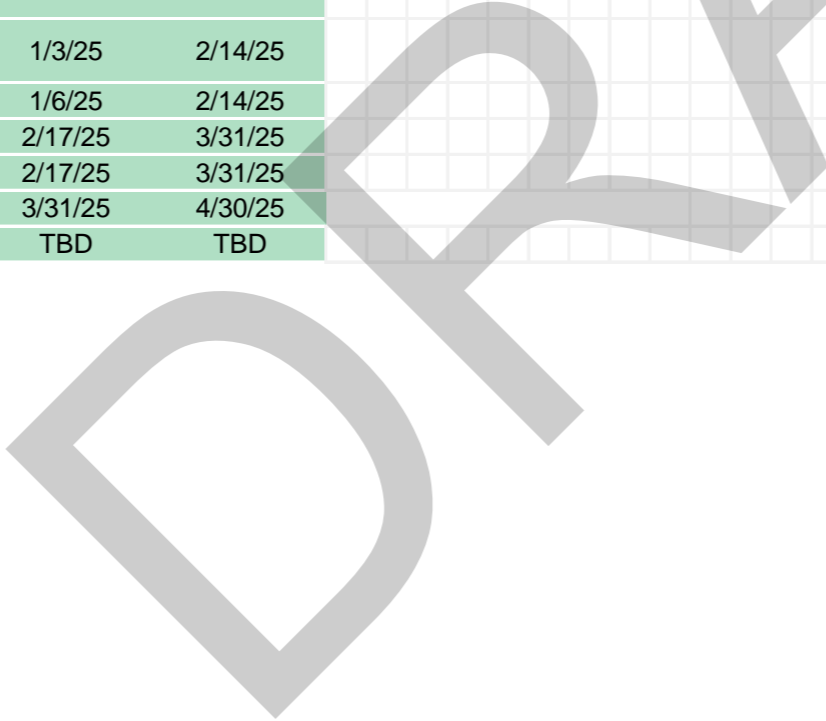
Appendix B. Outreach Timeline

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# Clackamas County Travel Options Action Plan

## Engagement Timeline

				August 2024				September 2024				October 2024				November 2024				December 2024				January 2025				February 2025				March 2025				April 2025				May 2025				June 2025				July 2025											
Lead	START	END		5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27	3	10	17	24	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30	7	14	21	28				
<b>Phase 1: TDM Existing Conditions</b>				5/1/24				9/16/24																																																			
Develop engagement plan	EI	5/1/24	9/16/24																																																								
Build out website	County	5/1/24	8/12/24																																																								
Develop bilingual fact sheet	County	8/19/24	10/14/24																																																								
TOAP Steering Committee Meeting 1 (Engagement)	Steer/EI	8/19/24	8/19/24																																																								
TOAP Steering Committee Meeting 2 (Visioning)	Steer/County	10/1/24	10/21/24																																																								
<b>Phase 2: Recommendations &amp; Plan Development</b>				10/14/24				4/30/25																																																			
Stakeholder Meetings	County/Steer	Ongoing	Ongoing																																																								
Draft initial engagement notes, findings, etc.)	All team	Ongoing	Ongoing																																																								
Draft Survey Content	EI/Steer	10/21/24	11/11/24																																																								
Draft social media ads + email language	EI/County	10/28/24	11/18/24																																																								
Update project website	County	11/4/24	11/29/24																																																								
Translate survey content	County	11/11/24	11/15/24																																																								
Translate social media ads	County	11/11/24	11/18/24																																																								
Build out survey on MetroQuest	EI	11/18/24	11/25/24																																																								
Design social media ads	County	11/18/24	12/2/24																																																								
Launch survey	EI/County	12/2/24	1/31/25																																																								
Create focus group package	EI/Steer	12/2/24	1/3/25																																																								
Digital media campaign #1 (email, social media, outreach to key stakeholders)	County	12/2/24	1/31/25																																																								
Focus group prep & coordination (dry run, presentation run-through, etc.)	All team	1/3/25	2/14/25																																																								
Recruit for focus group participants	County	1/6/25	2/14/25																																																								
Facilitate and hold focus group	All team	2/17/25	3/31/25																																																								
TOAP Steering Committee Meeting 3 (Plan Reccs)	Steer/County	2/17/25	3/31/25																																																								
Community Engagement Summary	County	3/31/25	4/30/25																																																								
TOAP Steering Committee Meeting 4 (Pilot(s))	Steer/County	TBD	TBD																																																								



To Karen Buehrig, Rob Sadowsky, and Anthony De Simone **Memo**  
 From Destree Bascos, Geoff England  
 Date October 14, 2024  
 Project Clackamas County Travel Options Action Plan Project No. 24566401

## Best Practice Review

### Introduction

This memo contains a review of best practices from four TDM programs across the United States that offer insights for the development of Clackamas County’s TO Action Plan.

### Overview

Each case study in this review includes:

- Brief background about the region.
- Rationale for their inclusion in the best practice review.
- Description of the TDM program (services, partnerships, and strategies)
- Key takeaways.

### Key Indicators

The key indicators selected to inform the selection of best practice case studies include:

- **Suburban** – Significant population living outside of higher-density areas best served by fixed route transit.
- **Service Marginalized Groups** – Marginalized populations experiencing economic, language, or other barriers to accessing transportation alternatives live across the region.
- **Infrequent Transit** – Transit services in parts, or all, of the case study area have limited frequency that makes transit inconvenient as a commute mode.
- **Urban Areas** – Locations with high population density, such as in cities and towns, which creates opportunities for public transit and transportation connections.

The four case studies of county and regional TDM programming with the associated key indicators are summarized in Table 1.

**Table 1: Case Studies and Associated Key Indicator**

Jurisdiction	Suburban	Service Marginalized Groups	Infrequent Transit	Urban Areas
Pierce County, WA	✓		✓	✓
SCAG, CA	✓	✓	✓	✓
Chittenden County, VT	✓		✓	
Rockville, MD (Montgomery County)	✓	✓	✓	

## Pierce County, WA

### Background

The second-most populous county in Washington state, Pierce County covers 1,806 square miles and is situated in the west-central portion of the state along Puget Sound. The county's economy is diverse, with significant employment centers in military and defense, healthcare, education, and manufacturing industries. Tacoma, the largest city and county seat, serves as a major port and commercial hub.

County Facts	
Countywide Population (2022)	927,380
Population in Tacoma (2022)	221,776
Unemployment % (2022)	4.7%
Median Household Income (2021 \$)	\$85,492
Per Capita Income (2023 \$)	\$56,532
Mean Commute Time (2022)	30 min

### Rationale for Inclusion

Employment centers are dispersed in the county, with a few major arterials providing for the majority of the commercial and office uses many miles removed from the bulk of the county's residences. The majority of Pierce County's population (76%) lives outside of Tacoma. Some commuters travel north into the Seattle metro area where housing is more expensive. Recently, Pierce Transit, the county's transit agency, cut its routing and frequencies through most of its service area due to slow post-Covid recovery. This makes using transit as a traditional driver of TDM more challenging. Given these conditions, the key indicators in this case study are both **urban** and **suburban commuting**, as well as **infrequent transit**.

### TDM Programming

Pierce County is the lead agency for state required Commute Trip Reduction (CTR) efforts in Pierce County. CTR, first established in 1991, applies to workplaces with over 100 employees arriving between 6 to 9 a.m., therefore excluding many shift workers. Pierce County provides administrative oversight of CTR for affected worksites, coordinates commuter programs and services, and partners with WSDOT, Puget Sound Regional Council (PSRC), Pierce Transit, Tacoma's downtown-focused Transportation Management Association (TMA), Downtown On the Go, and the county's CTR-affected cities. All of the CTR-affected cities, except for the City of Tacoma, contract with Pierce County for basic administration of their CTR Ordinances. Since the passage of the law, Pierce County formed a TDM/CTR Working Group that oversees TDM efforts targeted at CTR affected worksites, as well as providing TDM services for unaffected residents and commuters.

Pierce County offers a variety of employer services and TDM programs, which include:

- Employer site visits and commute options program development assistance
- Training and networking opportunities
- Marketing materials such as posters and brochures
- Campaigns, promotions, and incentives
- Emergency Ride Home program
- Ridematching and transit trip planning assistance
- Recognition and awards
- Commuter Information Centers, HOV parking signs, and hangtags
- Trip tracking calendar and database
- Online support services

*Ride Together Pierce* is the county's online support hub for transportation option information. The hub is a cooperative program sponsored by Pierce Transit, Pierce County, and the City of Tacoma. The initial development of the site and calendar was paid through a federal Congestion Management and Air Quality Improvement (CMAQ) grant.

To provide commute alternatives to residents in urban Tacoma, Pierce County supports localized partner endeavors and collaborates with neighborhood-based outreach programs, branded as "In Motion." In Motion programs are funded by CMAQ grants and are based on similar programs in King County. Unlike typical employer-based trip reduction, In Motion programs provide neighborhood residents with incentives to try driving less and raises awareness of alternative travel choices, as well as promoting shorter distance trips to local businesses. The first In Motion Program ran in Tacoma's Stadium District in 2014-2015 and the second in the Hilltop neighborhood from 2015-2016. Figure 1 shows materials handed out from these programs. From July through September of 2019, the City of Tacoma piloted Downtown In Motion. The program gave Downtown Tacoma residents that signed up and filled out a short travel survey a \$20 transit pass or rechargeable bike light, along with a customized packet of transportation information based on their survey responses. In addition to the County, the City of Tacoma partnered with Pierce Transit and Downtown on the Goto delivery Healthy Homes, Healthy Neighborhoods: Hilltop for Hilltop in Motion. Currently, Pierce County supports the University of Washington-Tacoma Trip Options Program since the university is a major CTR affected employer.

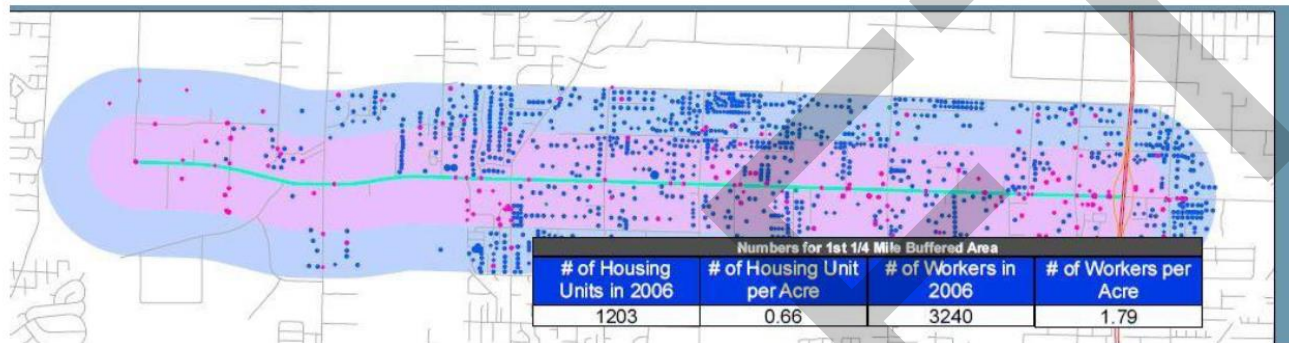
**Figure 1: Hand-Outs from the Hilltop In Motion (Left) and Stadium In Motion (Right) Programs**



Partner engagement is critical to programs that connect suburban commuters with Tacoma and across county lines. Pierce County is forming several stakeholder groups focused on the "I-5 TDM Corridor" connecting Thurston/Pierce County borders and the City of Tacoma. The primary stakeholder is Joint Base Lewis-McChord (JBLM), a US army base located near suburban communities south of Tacoma. JBLM, Pierce County, and Pierce Transit staff have formed the JBLM TDM Working Group to develop strategies to reduce SOV traffic in and around the base. Pierce County is also forming the JBLM Stakeholder Group, consisting of partner agencies in affected suburban communities. Stakeholder activity will be directed towards a JBLM TDM Strategic Implementation Plan, which is currently in development. Currently JBLM has its own In Motion outreach program. Suburban Puyallup has an In Motion program with a transit/train emphasis.

At the transit system level, Pierce County has identified that their land use patterns are not conducive to sustaining a conventional fixed route bus transit system (Figure 2). Sound Transit, the transit system that connects metro Seattle with Pierce County, has successfully reduced commute traffic through its commuter rail service. In the TDM supplement to its Comprehensive Plan, the County notes that station parking lots are heavily utilized, with potential to increase transit or rideshare to these lots. Pierce Transit is currently piloting an app-based microtransit service called “Runner,” operated by Via, to provide transit to select suburban areas where a bus may not be available. The microtransit service connects residents to pre-selected transit hubs and popular retail and employment destinations, such as malls and business districts.

**Figure 2: Development Patterns of Pierce County Found to be Insufficient to Sustain Transit Services**



Source: [Transportation-Element-Transportation-Demand-Management \(piercecountywa.gov\)](http://www.piercecountywa.gov), p.12-87

### Key Takeaways

- Consider implementing neighborhood-based TDM outreach programs similar to Pierce County’s “In Motion” initiative. This could help Clackamas County raise awareness of drive-alone alternatives for non-commute trips, particularly in residential areas, complementing any existing employer-focused programs.
- Explore the possibility of developing a corridor-focused TDM initiative for I-205, similar to Pierce County’s I-5 TDM Corridor initiative. This approach could position Clackamas County as a facilitator, bringing together stakeholder public agencies and major employers along the corridor to coordinate and enhance TDM efforts.
- Evaluate opportunities to leverage Clackamas County’s light rail stations as commuter hubs, even in the face of potential transit service reductions. Consider strategies to boost transit ridership and promote rideshare options to these stations, similar to Pierce County’s plans with Sound Transit. This could involve planning for enhanced park-and-ride facilities at these stations and promoting their use as connection points for carpools, vanpools, and potentially microtransit services.

### References

[Commuter Trip Reduction - 2022 Tax Preference Performance Reviews](#)

[Pierce Transit Runner | On-Demand Rideshare for the cost of the bus in Puyallup, Ruston, Spanaway and more \(ridewithvia.com\)](#)

[Tacoma In Motion - City of Tacoma](#)

[Transportation-Element-Transportation-Demand-Management \(piercecountywa.gov\)](http://www.piercecountywa.gov)

# Southern California Association of Governments (SCAG), CA

## Background

The Southern California Association of Governments (SCAG) encompasses six counties (Imperial, Los Angeles, Orange, Riverside, San Bernardino and Ventura) and 191 cities. This area of Southern California covers more than 38,000 square miles. Due to this wide area, the economy is diverse and varies by county. The region encompasses both urban and suburban communities. Los Angeles County is the most populated and densest of the region.

Region Facts	
Regionwide Population (2023)	18,575,408
Population in LA County (2023)	9,825,708
Unemployment % (2024)	5.1%
Median Household Income (2023 \$)	\$89,990
Per Capita Income (2023 \$)	\$86,100
Mean Commute Time (2019)	15-24min

## Rational for Inclusion

The SCAG region includes **suburban** and **urban** areas, a wide range of different and unique communities, and areas designated as disadvantaged communities. Therefore, the region requires a variety of TDM solutions and strong collaboration between local agencies. Although there is transit available in the denser areas of the region, particularly within LA County, there is **infrequent transit** in the more suburban areas of the region and SCAG's TDM strategy accounts for these areas not served by transit. Additionally, SCAG pursues environmental justice through implementing improved planning practices and meeting federal and state requirements. Their TDM strategy **supports marginalized groups** by including a variety of strategies within a TDM toolbox for local governments to choose from.

## TDM Strategy

SCAG completed their **TDM Strategic Plan in 2019**, which outlines strategies to expand the effectiveness and use of TDM to achieve regional goals. The plan includes resources for local agencies, including a TDM toolbox.

As part of the TDM Strategic Plan, SCAG established TDM goals, objectives, and performance measures while aligning with broader policy frameworks and regional and federal goals. The nine goals identified in the plan are as follows:

1. Improve job quality and foster economic development through the provision of site-based transportation benefits
2. Improve mobility region-wide through better access to non-SOV travel modes
3. Increase the number of households and jobs located within ½ mile of public transit
4. Encourage municipalities to incorporate TDM into local plans and policies
5. Reduce traffic congestion on the region's most congested corridors
6. Improve air quality by reducing vehicle miles traveled, through increased use of non-SOV travel modes
7. Improve public health and wellbeing through increased usage of bicycling and walking
8. Encourage TDM strategies within emergency/contingency transportation planning
9. Improve efficiency by enabling and leveraging information from technological innovation

The TDM Toolbox is intended to inform local governments, agencies, and other interested parties about different types of TDM strategies, their practical application, and their benefits to VMT and trip reduction. The Toolbox contains 32 TDM strategies grouped into the following categories:

- Education and Marketing
- Incentives and Facilitation
- Infrastructure and System Upgrades
- Parking Strategies
- TDM-Supportive Policy

Each strategy includes: list of implementors and estimated measure of VMT reduction, list of supporting stakeholders, benefits and challenges, measurement of success, potential congestion impacts, implementation tips, costs, complementary strategies, and a regional implementation example. Figure 3 shows the SCAG Toolkit Strategy for the Commuter Tax Benefit, which also applies in Oregon as part of the federal tax code.

Figure 3: SCAG Toolkit Strategy Based on the Federal Commuter Tax Benefit Provision

Incentives & Facilitation

## Commuter Tax Benefits

Federal code (Section 132(f) of the Internal Revenue Code) allows employers to provide tax-exempt funds to commuters for parking, transit and vanpool. These are considered to be tax-free benefits rather than employee wages, so employers also save on payroll taxes.

Implementors

**Employers / Property Managers / TMA's**

- Large employers
- Small employers

VMT Reduction:

Programs are more impactful when combined with other TDM strategies.

**Public Agencies / Transportation Providers**

- Federal Government

VMT Reduction:

The program is more impactful in localities where employers are required to provide this benefit.

**Benefits →**

- Encourages transit and vanpool travel by reducing costs
- Employers save money by removing funds from payroll, employees save money by not paying taxes on those funds.
- Potential reduction in VMT

**Challenges →**

- Requires small administrative and financial commitment from employer
- Government is not receiving tax on funds used
- If parking benefit is provided, it may encourage SOV behavior
- Employers may not know how to implement programs

Implementation tips

The regulation surrounding the Commuter Tax Benefit may change. The Association for Commuter Transportation is a valuable resource for employers who want more information.

Costs

There are minimal costs involved for employers who wish to provide the benefit by partnering with a vendor.

Complementary strategies

- Transit improvements
- Vanpool coordination

Other stakeholders

- 👤 Employees
- 🏢 Commuter benefit companies

Measurement

Outcomes	Impacts	Methods
<ul style="list-style-type: none"> <li>Number of employers enrolled in the program</li> </ul>	<ul style="list-style-type: none"> <li>Number of employees receiving the benefit to purchase non-parking expenses</li> </ul>	<ul style="list-style-type: none"> <li>Survey results</li> <li>Data from employers</li> </ul>

As seen in the SCAG region

**Los Angeles Metro** sponsored state Assembly Bill 2548 which requires Los Angeles County employers with 50-249 employees to provide a commuter benefit to their employees. This bill will likely increase the use of the Commuter Tax Benefit among employers in Los Angeles County.

🚗 **Congestion impacts**

Reduced cost of using non-SOV modes should reduce congestion.

The TDM Plan also gives an example of the potential application of the TDM toolbox strategies in ten corridors within the region. The following chart shows a portion of Table 4-1 from the TDM Plan which shows the application of strategies as they have been suggested in the short-term (ST), medium-term (MT) and long-term (LT).



**Figure 4: Potential Application of TDM Toolbox Strategies Summary**

Table 4-1: Potential Application of TDM Toolbox Strategies Summary

	International Border Crossing SR-111	Event-Related Congestion I-10/I-110	Port Travel through DT I-710	Construction SR-57/SR-60	Local Corridors Wilshire Blvd.	Office Park Commute SR-55	Long Distance Commute SR-91	Education & Health I-10	Goods Movement & Related I-15	Agricultural Trip Reduction SR-118
<b>Education and Marketing</b>										
Safe Routes to School Programs										
Marketing Campaigns				ST			ST			
Educational events										
Wayfinding Upgrades	MT									
Individualized Marketing		MT	MT							ST

Source: [tdm-strategic-plan\\_scag.pdf](#) p.15-16

Each corridor faces a unique situation and therefore requires different strategies. For example, long distance commuters utilize SR-91, so the suggested strategies for this corridor include marketing campaigns in the short term; vanpool coordination, private shared shuttles, and mobility-as-a-service provision in the medium term; and transit improvements in the long term.

To expand the effectiveness and use of TDM strategies, actions were also groups by categories including knowledge sharing, policy, partnerships, programming, and measurement. SCAG has already initiated two of the recommended strategies, TDM Trainings and TDM Data Standards, aimed at increasing TDM adoption and strengthening TDM programs.

**Key Takeaways**

- Key elements for a strategy/tool within a TDM toolkit for local governments and agencies could include: list of implementors and supporting stakeholders, estimated VMT reduction, potential benefits and challenges, measurements of success, potential congestion impacts, implementation tips, costs, complementary strategies, and implementation examples locally or from a peer agency elsewhere.
- Consider taking a corridor focus within Clackamas County when developing study areas and strategies. SCAG’s strategies were applied to ten corridors in the region, demonstrating how different strategies can be applied to different contexts within the region.
- Like SCAG, Clackamas’s Action Plan can group short-term, medium-term, long-term strategies within a table organized by corridor or other key location. This format unifies the spatial and temporal dimension of strategies, especially helpful in planning across a large area with multiple stakeholders.

**References**

[About Us - Southern California Association of Governments](#)

[Community, Economic and Human Development Committee February 1, 2024, Full Agenda Packet](#)

[SCAG Transportation Demand Management Strategic Plan and Final Report - Southern California Association of Governments](#)

[Transportation Demand Management - Southern California Association of Governments](#)

[What is the predominant commute time? | ArcGIS Hub](#)

# Chittenden County, VT

## Background

The most populous county in Vermont, Chittenden County covers 619 square miles and is located in the northwestern part of the state along Lake Champlain. The county's economy is centered around higher education, healthcare, technology, and tourism. Burlington, the largest city in Vermont and Chittenden County's seat, is home to the University of Vermont, while the surrounding area offers a mix of suburban communities.

County Facts	
Countywide Population (2022)	169,301
Population in Burlington (2022)	44,595
Unemployment %	1.8%
Median Household Income (2021 \$)	\$84,290
Per Capita Income (2021 \$)	\$31,095
Mean Commute Time (2021)	22 min

## Rationale for Inclusion

Outside of urban Burlington, Chittenden County is largely rural with some suburban centers. Most commuters drive to work, either in Burlington or a major employer outside the city center. Green Mountain Transit (GMT), the county's transit agency, is confronting the same decline in ridership as many other transit agencies nationwide. Services are expected to be cut by nearly 30% since pandemic-related federal aid funds have been spent. Key indicators in this study are **suburban** and **infrequent transit**, because Chittenden County has numerous TDM programs in place that serve suburban/rural commuters, including non-transit drive-alone alternatives.

## TDM Program

Chittenden County benefits from three well-established organizations that have deep ties with major employers in Burlington and support countywide TDM programs. Their roles and functions within the state's TDM initiatives are defined in Table 2.

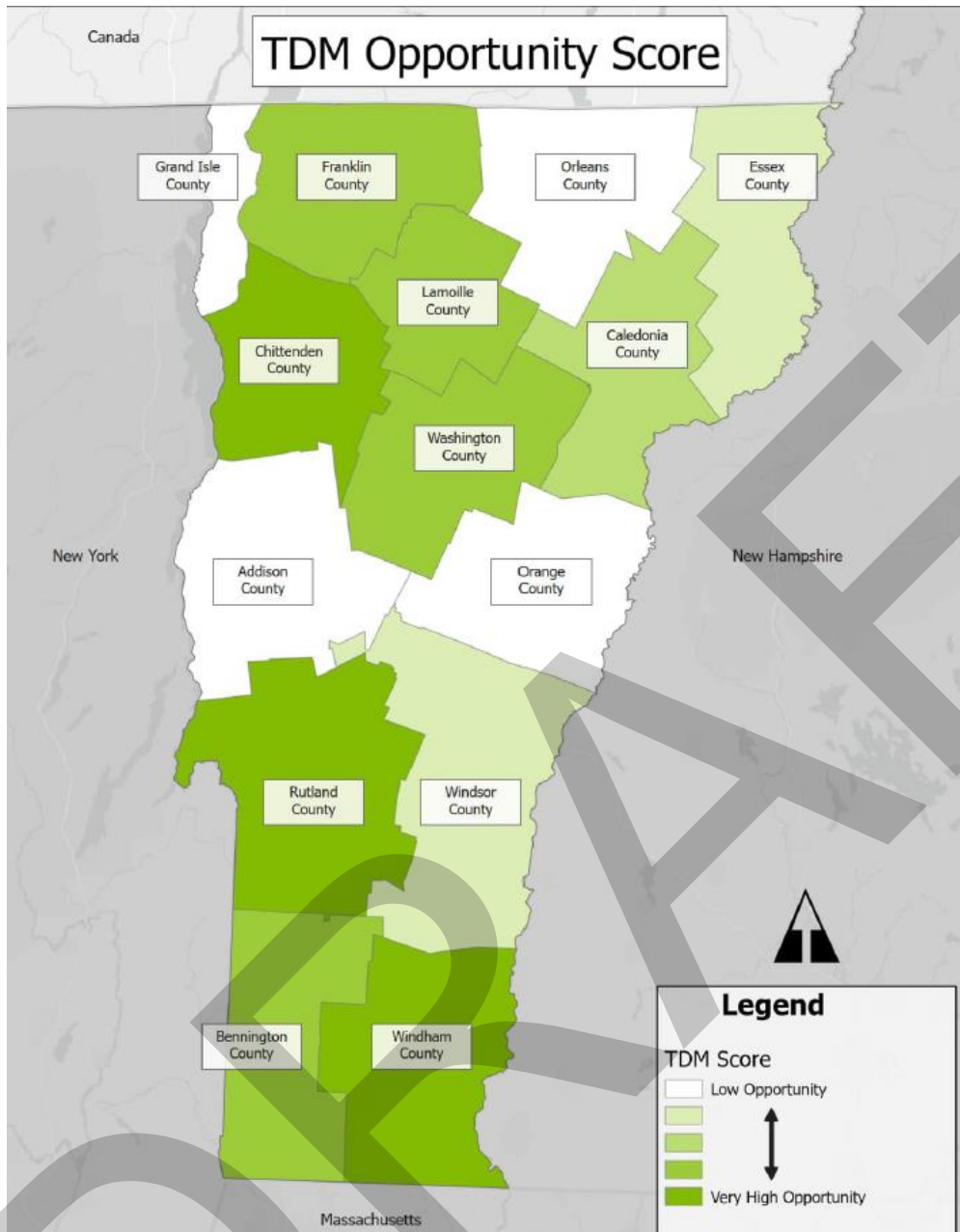
**Table 2: Roles and Functions of Key Organizations in Chittenden County's TDM Ecosystem**

Name	Organizational Role	Strategic Direction	TDM Programs	Services
Chittenden Area Transportation Management Authority (CATMA)	<ul style="list-style-type: none"> <li>County's membership-based Transportation Management Association, represented by three colleges/universities, three public entities, and ten other organizations. Almost half of CATMA's operating revenue (46%) comes from membership dues.</li> </ul>	<ul style="list-style-type: none"> <li>Produces Joint Institutional Parking Management Plan every five years as required by the City of Burlington to describe impacts and mitigations to member parking demand</li> </ul>	<ul style="list-style-type: none"> <li>Guaranteed Ride Home Program</li> <li>App-based incentive program (Agile Mile platform)</li> <li>Active transportation incentives.</li> </ul>	<ul style="list-style-type: none"> <li>Off-site parking management for member organizations</li> <li>Education and Outreach about TDM programs provided by CATMA and other organizations, such as CarSharing Vermont.</li> <li>Transportation Summit informing members of economic benefits of TDM.</li> </ul>

Name	Organizational Role	Strategic Direction	TDM Programs	Services
Go! Vermont	<ul style="list-style-type: none"> <li>State department of transportation's dedicated TDM program, serving Chittenden County as well as the rest of the state.</li> </ul>	<ul style="list-style-type: none"> <li>Develop statewide TDM feasibility and implementation plans.</li> </ul>	<ul style="list-style-type: none"> <li>Guaranteed Ride Home</li> <li>Trip Planner app and bus tracker</li> <li>App-based incentive program (Agile Mile platform)</li> </ul>	<ul style="list-style-type: none"> <li>Education and Outreach</li> <li>Mobility Q&amp;A hotline</li> </ul>
Chittenden County Regional Planning Commission (CCRPC)	<ul style="list-style-type: none"> <li>County's regional transportation planning agency responsible for long-range planning initiatives, including transportation planning, and a designated distributor of state and federal grant funds for transportation services.</li> </ul>	<ul style="list-style-type: none"> <li>Develop assessment and implementation plans for regional TDM in the region.</li> <li>Develop regional studies on active transportation and congestion management, informing local agencies.</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>

As a statewide program, Go! Vermont receives state government funding and sets a high-level strategic direction that is less directly focused on Chittenden County's transportation needs. In 2023, Go! Vermont published its Strategic Plan for evolving its statewide TDM efforts. Figure 5 is a map of TDM Opportunity Scores by county based on demographic and estimated transit trip propensity. Chittenden County was scored as "Very High TDM Opportunity" because it has a blend of urban, suburban, and rural areas that have a relatively higher likelihood of adopting non-drive alone travel options.

Figure 5: Chittenden County Scored as “Very High Opportunity” for TDM in Statewide TDM Strategic Plan (2023)



Source: [VTrans Statewide TDM Plan Analysis 2023-01-13](#)

In addition to its role as a regional planning agency, CCRPC provides an information sharing and facilitation role between CATMA, Go! Vermont, and Green Mountain Transit, as well as other local TDM partners such as Local Motion, the county’s non-profit active transportation advocacy group, and Burlington-based carsharing operator Carshare Vermont (Figure 6).

Figure 6: Burlington Resident Using CarShare Vermont. CATMA and Go! Vermont Help Connect People to This Service



Source: [CarShare - Go! Vermont \(connectingcommuters.org\)](http://connectingcommuters.org)

CATMA's services and TDM outreach programs are focused on employees and residents of member property managers within Burlington. As the statewide program, Go! Vermont serves employees of non-member organizations and residents of the rest of the county. For example, CATMA and Go! Vermont both offer Guaranteed Ride Home (GRH) programs, but CATMA's GRH serves only its members. CATMA and Go! Vermont partner on carpool and vanpool matching services, as well as support for starting commuter vanpools. Carpools and vanpools have been successful in reducing drive-alone trips in suburban and rural areas where transit service does not align with shift work schedules. Chittenden County has a carpool rate of 11%, while the state average is 9% (Go! Vermont Strategic Plan Data Analysis, p.11).

CCRPC provides strategic direction for the region's TDM programs. CCRPC recently completed the I-89 2050 Study, focused on the county's only primary interstate highway, which identified several TDM goals to help the region meet the state's Global Warming Solutions Act (Act 153). These measures were:

- Increase countywide telework share by 50%
- Zone 90% of households in existing developed areas to increase urban density and limit suburban sprawl
- Double walking and biking trips
- Triple transit service
- Increase employer sponsored TDM participation
- Reduce the supply of residential parking and increase the cost of paid parking
- Implement a mileage-based fee to replace the gas tax.

CCRPC is undertaking development of a Regional Transportation Options Plan to assess existing transportation options offered by partner agencies and recommend an implementation path towards these goals. CATMA and Go! Vermont were identified as key stakeholders interviewed about their current challenges, opportunities, and potential ways that CCRPC could contribute more to their success.

### **Key Takeaways**

- Clackamas County can consider an information-sharing and facilitator role within the Action Plan, following CCRPC's example of coordinating across Burlington-based, regional, and statewide TDM service providers.
- Since Clackamas County also includes suburban and rural areas that may be challenging to serve with traditional transit, consider prioritizing carpooling and vanpooling programs as key TDM strategies. These options have proven successful in Chittenden County for areas with limited transit service.

### **References**

[Chittenden County Regional Transportation Options Plan \(2024\)](#)

[Green Mountain Transit to cut back services \(wcax.com\)](#)

[Regional Transportation Options Plan - CCRPC \(ccrpcvt.org\)](#)

[Report Go! Vermont Strategic Plan](#)

[Report Go! Vermont Strategic Plan Data Analysis](#)

## Rockville, MD (Montgomery County)

### Background

Rockville, Maryland is the county seat of Montgomery County and is part of the Washington DC metropolitan area. The County has a total area of 507 square miles and is one of the most ethnically and culturally diverse counties in the US. It contains several US government offices, scientific research and learning centers, and business campuses.

County Facts	
Countywide Population (2020)	1,062,061
Population in Rockville (2020)	67,117
Unemployment % (2024)	2.10%
Median Household Income (2022 \$)	\$118,323
Per Capita Income (2022 \$)	\$93,395
Mean Commute Time (2021)	32 min

### Rational for Inclusion

Montgomery County contains several business districts, but is mainly **suburban**. There are three passenger rails systems, with a fourth line opening soon. In addition to over 80 bus routes, an on-demand flex service is offered in two zones with no fixed stops or schedules. Despite these services, transit does not reach many places in the County, and Montgomery County's TDM ordinance and program helps bridge the gap for the employment centers. This comprehensive program services **marginalized groups** and adds alternatives to **infrequent transit** throughout the County.

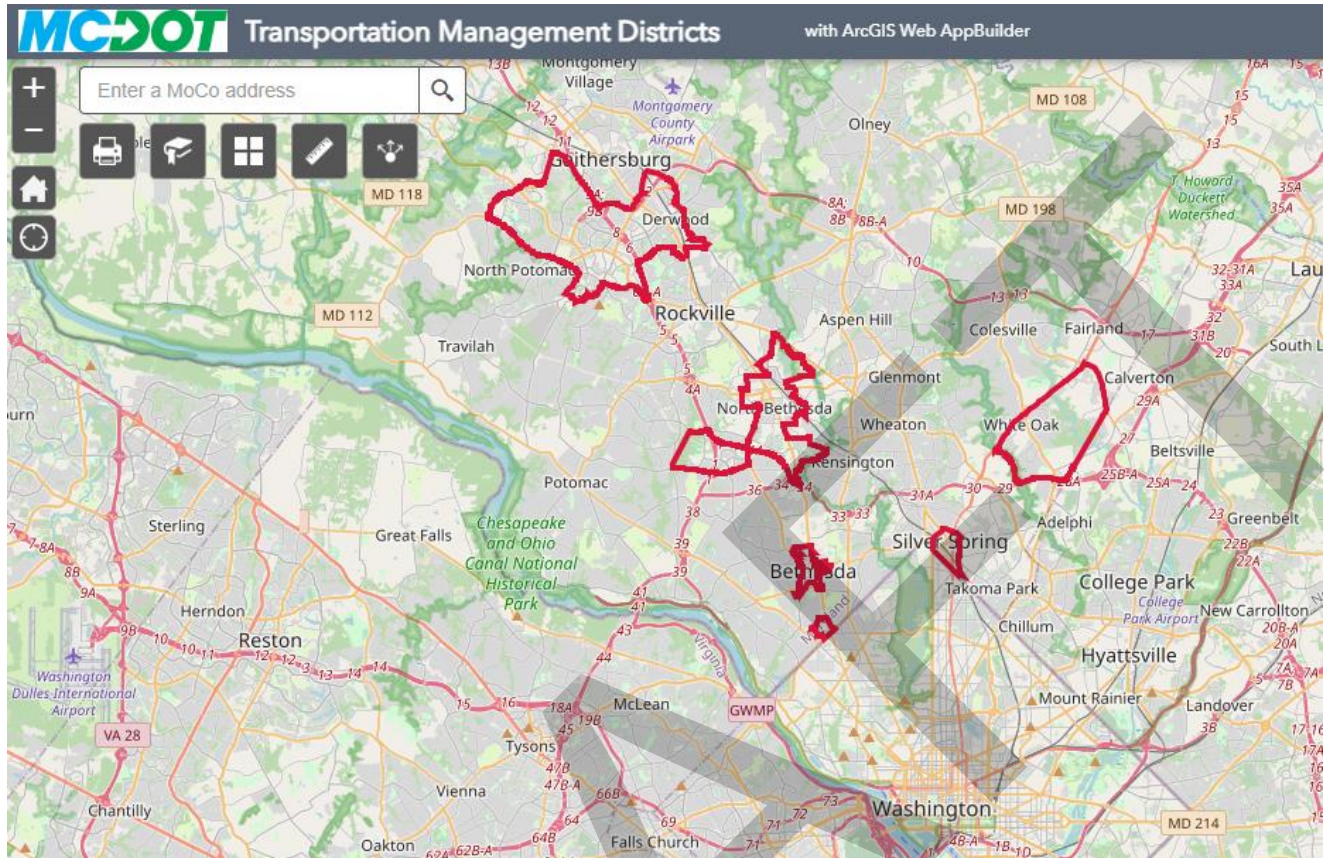
### TDM Program

Montgomery County has a TDM Ordinance which requires that every employer with 25 or more full or part-time employees in a transportation management district submit a Traffic Demand Management Plan within 90 days of notification from the Montgomery County Department of Transportation. Employers must also participate in the TDM commuter survey and submit an annual report to assist with reducing traffic congestion.

There are six Transportation Management Districts (TMDs) in Montgomery County covering the major business districts. Unlike a Transportation Management Association, TMDs are administrative areas defined and operated by the Montgomery County Department of Transportation that provide concentrated services to encourage the use of transit and other commuting options in the county's major business districts. The TMDs' four broad goals are:

- Cut traffic congestion
- Increase transportation capacity
- Reduce air and noise pollution
- Promote bicycle and pedestrian access

Figure 7: Map of Transportation Management Districts in Montgomery County, MD



The TMDs provide free services to help employers promote alternative transportation to their employees. These services include information about:

- transit subsidies and tax credits
- public transportation
- parking information
- biking and walking routes
- creating a telework policy
- car sharing
- accessible transportation
- HOV lanes
- creating a transportation benefits plan
- carpool/vanpool formation
- guaranteed ride home program
- customized seminars and presentations

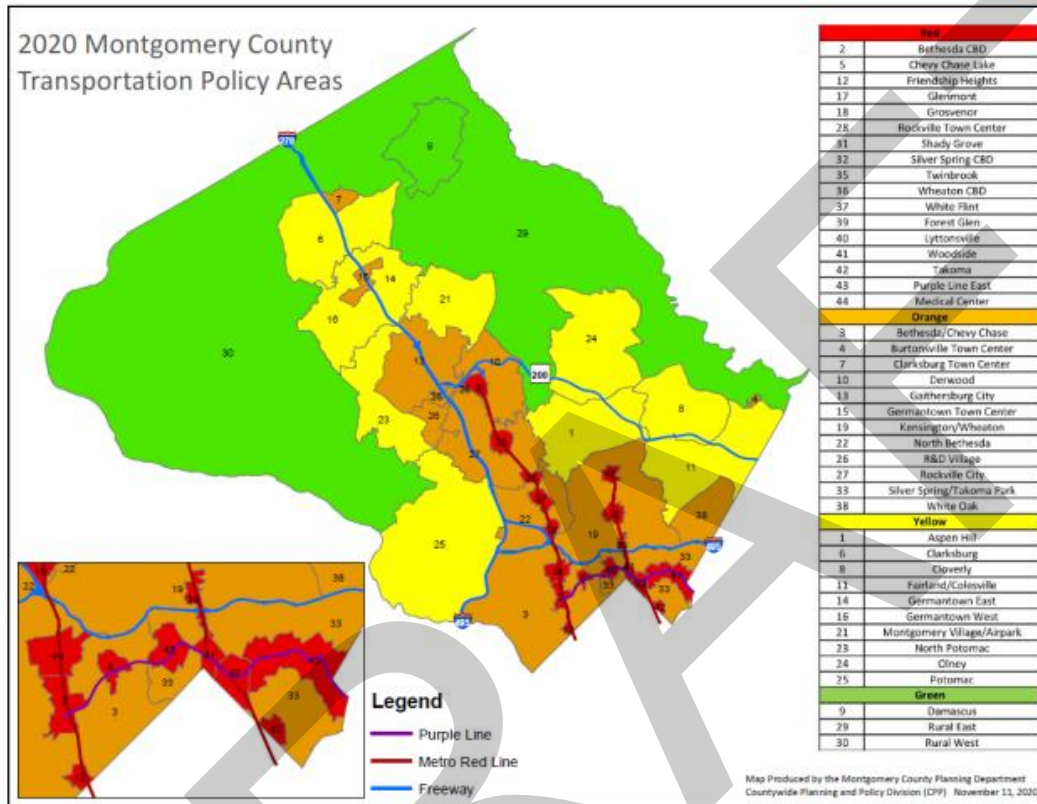
There is also an [employer recognition program](#) for businesses who provide outstanding programs to promote sustainable transportation modes.



The Local Area Transportation Review (LATR) guidelines implement Montgomery County’s 2020-2024 Growth and Infrastructure Policy and guide applicants in evaluating a proposed development’s impacts on the nearby transportation system. The county is divided into regions based on the existing or planned level of transportation infrastructure and the resulting transportation capacity of each area. These transportation policy areas and their categories can be seen below.

Figure 8: Transportation Policy Areas map from the 2023 LATR

Map 1. Transportation Policy Areas



Source: [Local Area Transportation Review Guidelines, June 2023 \(montgomeryplanning.org\)](https://montgomeryplanning.org) p.12

Figure 9: Definitions of colored areas of the transportation policy areas map

For the purposes of these guidelines, transportation policy areas are organized into four (4) categories described below and depicted in Map 1:

- **Red:** Downcounty central business districts, Purple Line station policy areas and Metro station policy areas (MSPAs) generally characterized by high-density development and the availability of premium transit service (i.e., Metrorail, Purple Line, MARC).
- **Orange:** Corridor cities, town centers and emerging transit-oriented development (TOD) areas where premium transit service (i.e., Corridor Cities Transitway, bus rapid transit) is planned.
- **Yellow:** Lower density areas of the county characterized by mainly residential neighborhoods with community-serving commercial areas.
- **Green:** The county’s Agricultural Reserve and rural areas.

Source: [Local Area Transportation Review Guidelines, June 2023 \(montgomeryplanning.org\)](https://montgomeryplanning.org) p.11

The transportation scoping form, which must be filed prior to an applicant's development application submittal, must show the number of net new weekday peak-hour person trips generated by the project's proposed land use. If the proposed development generates 50 or more net new weekday peak-hour person trips, the applicant must develop a staff-approved scope for a transportation study. The transportation study can include:

- a TDM strategy that includes vehicle trip reduction goals
- project-based TDM plan actions and a quantitative assessment
- required duration of the project-based TDM plan
- measures to be used in enforcement
- suggested methods of monitoring
- security instrument to fund the continuation of the traffic mitigation program for its remaining term if the applicant defaults
- penalties if the vehicle trip reduction goals are not met

### **Key Takeaways**

- Within the toolkit, one strategy could be a TDM ordinance similar to Montgomery County's, which would require employers over a certain size to submit and implement TDM plans. Clackamas County could evaluate the appropriate threshold for employer size and the specific requirements that would be most effective in its context.
- Complementary or as an alternative to a corridor-based planning approach, explore the possibility of identifying Transportation Management Districts (TMDs) in key areas of Clackamas County. These districts could provide targeted resources and support to employers in setting up and implementing their TDM plans.
- Consider incorporating Clackamas County's existing growth and land use planning into the Action Plan's toolkit. For example, Montgomery County's 2020-2024 Growth and Infrastructure Policy guides applicants in evaluating a proposed development's impacts on the nearby transportation system. Transportation policy areas are characterized by the type of development and available transit. The County could define different transportation policy areas based on the type of development and available transit, and use these designations to guide TDM requirements for new developments.

### **References**

[Montgomery County, Maryland - Census Bureau Profile](#)

[Rockville city, Maryland - Census Bureau Profile](#)

[Per Capita Personal Income in Montgomery County, MD \(PCPI24031\) | FRED | St. Louis Fed \(stlouisfed.org\)](#)

[Transportation Management Districts in MONTGOMERY COUNTY, MD - HELPING YOU FIND BETTER WAYS TO WORK - COMMUTER SERVICES SECTION \(CSS\) \(montgomerycountymd.gov\)](#)

[Setting Growth and Infrastructure Policy - Driving Economic Development in Montgomery County \(montgomerycountymd.gov\)](#)

To Scott Hoelscher, Rob Sadowsky, Anthony De Simone, **Memo**  
and Karen Buehrig

Cc Geoff England

From Destree Bascos

Date 8 October 2024

Project Clackamas County TO Action Plan Project No. 24566401

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## Clackamas County Travel Trend Analysis

This memo presents a summary of Clackamas County-specific travel trends identified from existing data sources and regional projects such as the Metro Regional Travel Options (TO) Strategy<sup>1</sup> and the 2023 Regional Transportation Plan<sup>2</sup> (RTP). The key findings presented will be used in an opportunities and challenges analysis to inform the next phases of work in developing the Clackamas County Transportation Options Action Plan.

### Social and Economic Characteristics

The following sections describe the social and economic characteristics of Clackamas County residents. The information is derived from the US Census Bureau<sup>3</sup>, unless specified otherwise.

#### Demographics

Clackamas County is one of the four counties that make up the Portland, Oregon, metropolitan area. The county had approximately 423,000 residents in 2022 and encompasses 1,879 square miles, with a population density of 226 people per square mile. As shown in Figure 1, the majority of county residents are primarily concentrated in the northwestern edges of the county, in the urban areas of greater Portland, Lake Oswego, Oregon City, Tualatin, West Linn, Wilsonville, Milwaukie, Happy Valley, Tigard and Canby. Targeting transportation options marketing to these areas may yield the greatest potential impact, although it will be important to identify how to best reach priority groups who live in the more rural areas of the county. The groups may include Black, Indigenous, and People of Color (BIPOC), people with limited-English proficiency (LEP), people with disabilities, youth and seniors and individuals with low socioeconomic status.

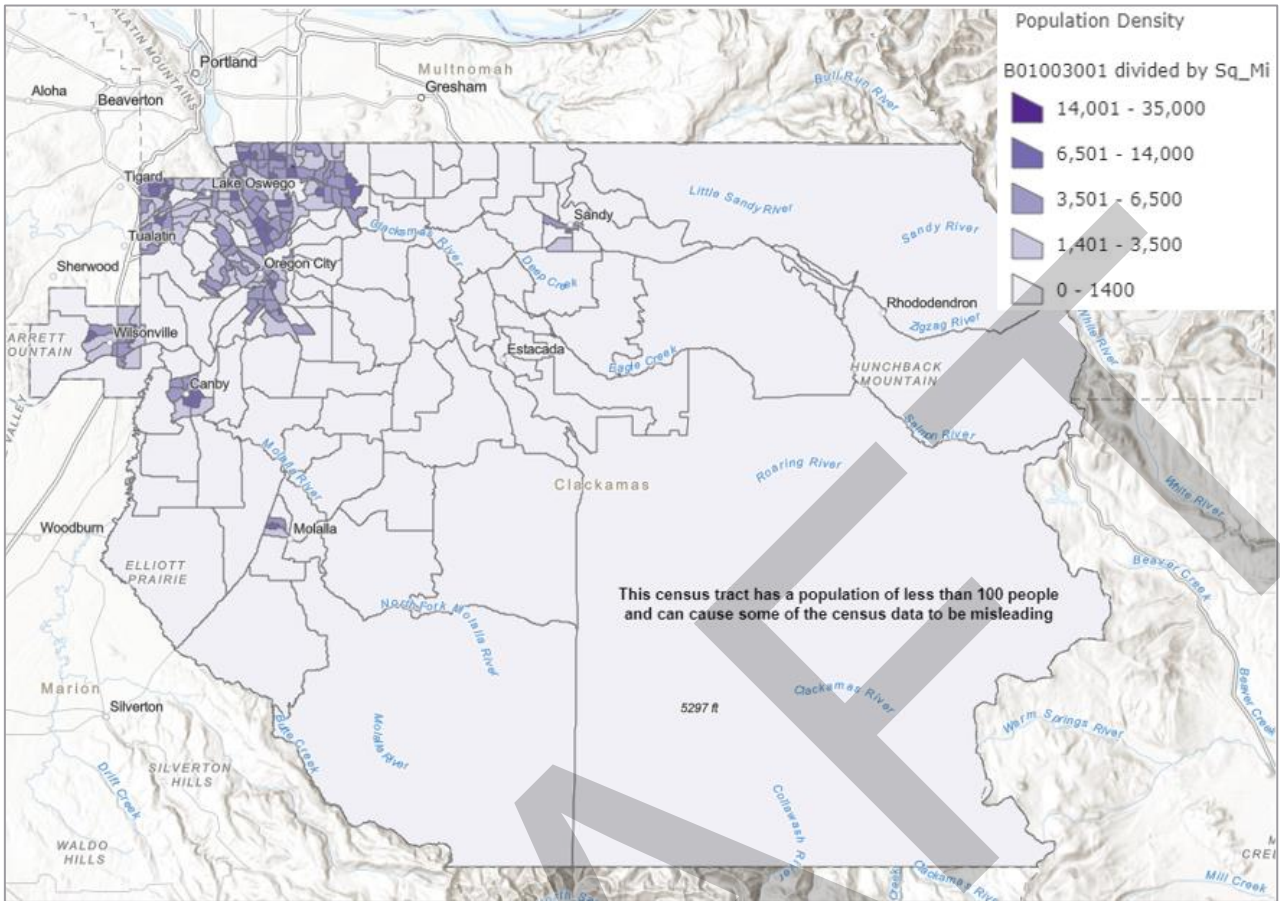
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<sup>1</sup> Oregon Metro. (2018). *2018 Regional Travel Options Strategy*. Retrieved from [https://www.oregonmetro.gov/sites/default/files/2018/07/18/Metro\\_2018\\_RTO\\_Strategy\\_FINAL\\_OA.pdf](https://www.oregonmetro.gov/sites/default/files/2018/07/18/Metro_2018_RTO_Strategy_FINAL_OA.pdf)

<sup>2</sup> Oregon Metro. (2023). *2023 Regional Transportation Plan*. Retrieved from <https://www.oregonmetro.gov/sites/default/files/2023/12/21/2023-RTP-Ordinance-No-23-1496-adopted-package-exhibit-A.pdf>

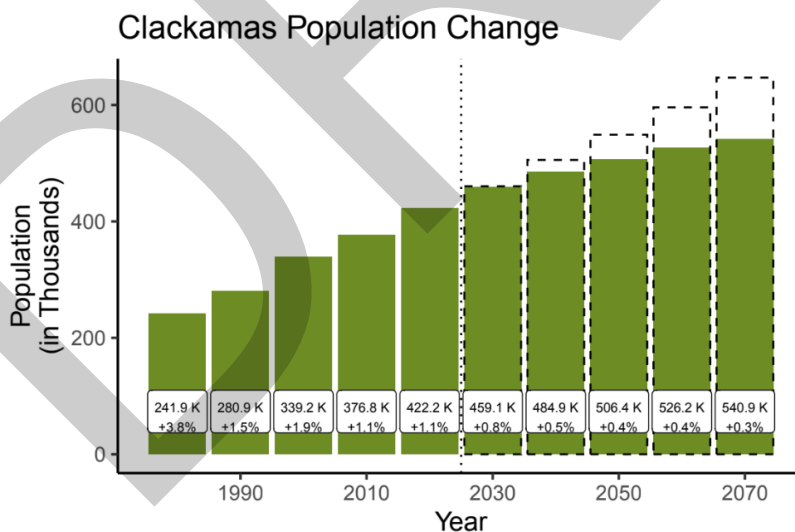
<sup>3</sup> U.S. Census Bureau. (2022). *American Community Survey 1-year estimates for Clackamas County, OR*. Retrieved from <http://censusreporter.org/profiles/05000US41005-clackamas-county-or/>

Figure 1. Clackamas County Population Density 2024 (Source: Portland Community College)



The median age of county residents is 42.4 years with the majority (59%) falling in the 18 to 64 age range. Twenty-one percent of residents are under 18 years of age. According to Portland State University’s Population Research Center, Clackamas County is expected to continue to grow in population, however, at a slower rate. The county population is expected to increase from around 423,000 in 2022 to about 485,000 people by 2040 and roughly 540,000 people by 2070 (Figure 2).<sup>4</sup>

Figure 2. Clackamas County Population Growth Forecast (source: Portland State University)

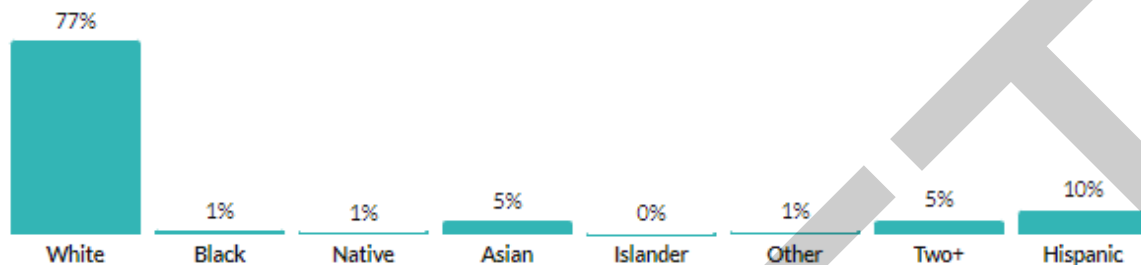


<sup>4</sup> Portland State University. (2024). *Clackamas County: County UGB Coordinated Forecasts*. Retrieved from <https://drive.google.com/file/d/1epR8aQLY74cWpD46jwgrnVRDrq0xCiCh/view>

## Race & Ethnicity

Figure 3 depicts the race and ethnicity of county residents. As shown, the majority (77%) of county residents identify as white, followed by 10% identifying as Hispanic and 5% as Asian. While White residents still account for the majority of county residents, over the last decade, Clackamas has become more diverse. For example, the percentage of Hispanic residents grew from 7.7% in 2010 to roughly 10%. The percentage of individuals who identify as being two or more races also grew to approximately 5%.

Figure 3. Race & ethnicity of Clackamas County residents (source: US Census Bureau)



These trends suggest that education and outreach regarding regional transportation options should be reviewed to ensure that it is catering to diverse audiences and evolving needs.

## Educational Attainment

Roughly 94% of Clackamas County residents are high school graduates or have a higher level of education. Forty percent of residents have a bachelor's degree or higher. This is roughly 10% higher than the statewide statistic, indicating that Clackamas County is home to a more educated than average population. This may provide insights into the type of behavior change messaging that might resonate best, such as:

- the cost savings associated with sustainable transportation modes;
- less stress when using modes alternatives to driving alone; and,
- reduced environmental impacts from shifting away from driving alone.

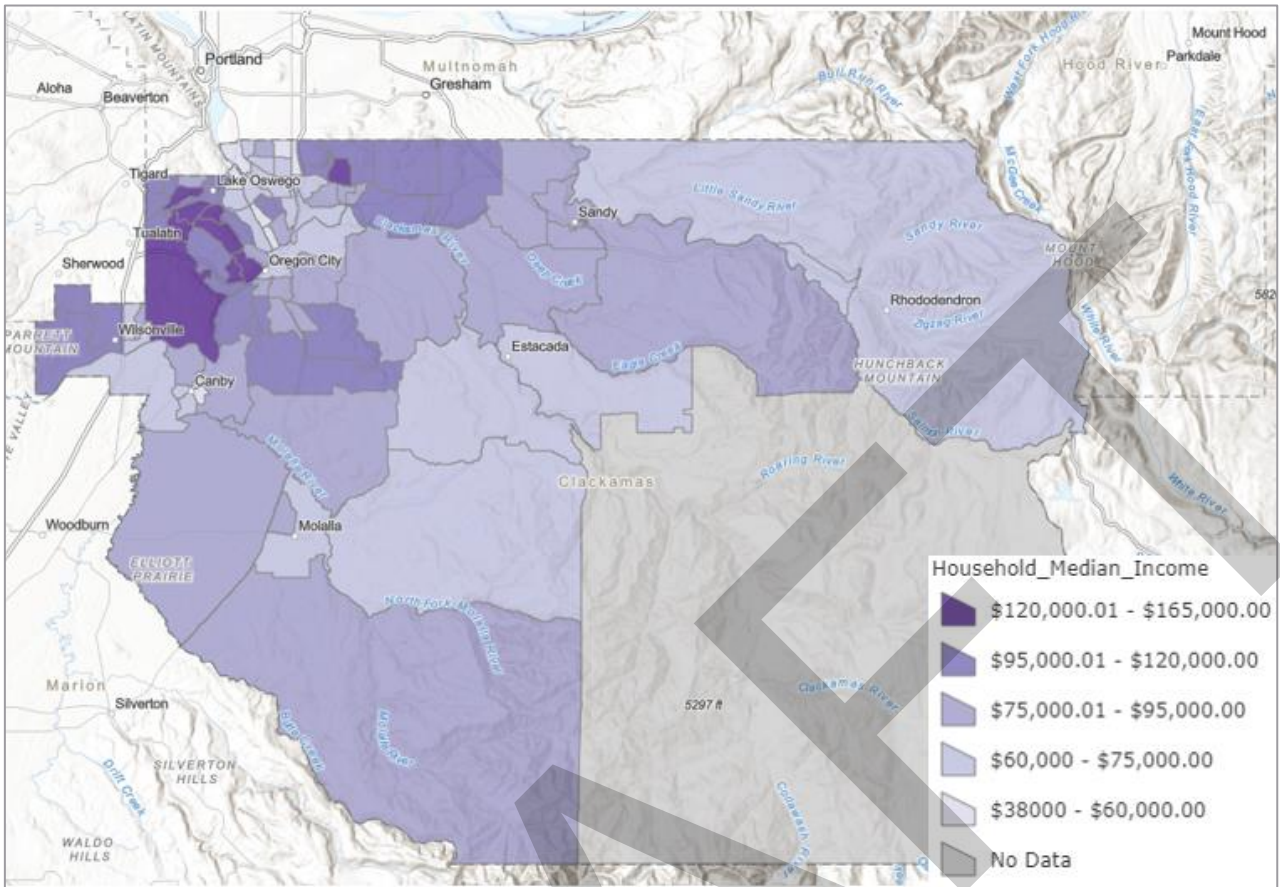
## Housing

There are a total of 163,805 households in Clackamas County with an average of 2.6 people per household. Seventy-two percent of houses are single family homes, with 21% being multi-family units. Seventy-one percent of housing in the county is owner-occupied, with the median value of owner-occupied housing units being roughly \$614,000, which is 1.3 times the statewide median of \$475,600.

## Household Income

The median household income is \$97,419, which is about 1.3 times the statewide median of \$75,657. Roughly 8% of residents live below the poverty line, which is notably less than the statewide number of 12%. The data shows that Clackamas County is home to generally wealthier households, which are concentrated in the northwestern portions of the county (Figure 4). From a behavior change perspective, this provides further insights into the types of outreach that might be most successful. For example, certain segments of the population will not be cost-sensitive and, as such, messaging to these groups may instead emphasize beneficial aspects of non-driving modes such as reduced stress from not driving in congested conditions, ability to read/work if taking transit or a passenger in a carpool/vanpool, and lower environmental impact.

Figure 4. Household Median Income (source: Portland Community College)



### Employment

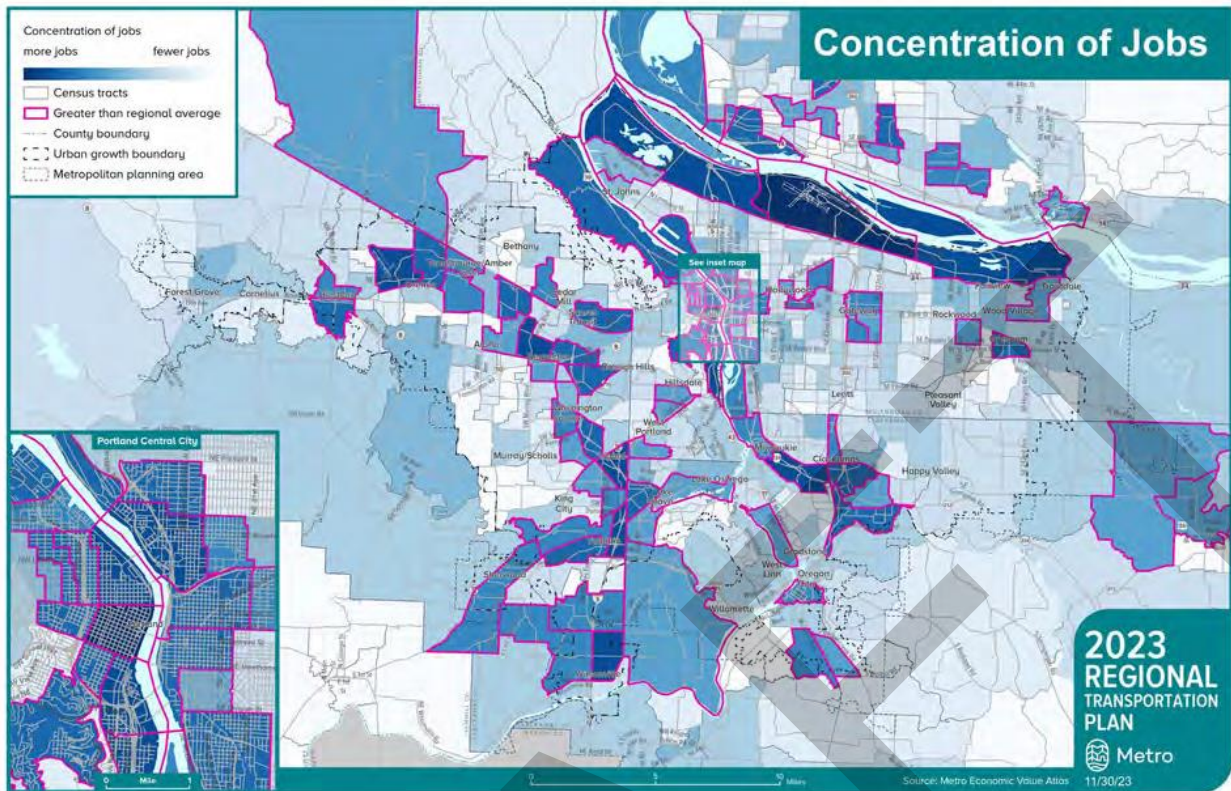
According to the State of Oregon Employment Department, 3.7% (8,336 people) of Clackamas County residents were unemployed as of June 2024.<sup>5</sup> The top three sectors with the majority of employment growth in the county include: leisure and hospitality, educational and health services, and retail trade.

Figure 5 presents the employment concentration for the Portland region as prepared for Oregon Metro’s 2023 RTP.<sup>6</sup> Census tracts with more jobs are shaded in darker blue on the map, and tracts with jobs above the regional average are outlined in fuchsia. The cities of Clackamas, Milwaukie, and Oregon City contain higher than average concentrations of jobs in the region.

<sup>5</sup> State of Oregon Employment Department. (2024). *Clackamas County Economic Indicators*. Retrieved from <https://www.qualityinfo.org/clackamas>

<sup>6</sup> Oregon Metro. (2023). *2023 Regional Transportation Plan*. P.4-66. Retrieved from <https://www.oregonmetro.gov/sites/default/files/2024/08/19/2023-Regional-Transportation-Plan-all-chapters.pdf>

Figure 5: Employment Concentration by Census Tract, 2021 (Economic Value Atlas: Esri/DataAxle) Source: [Oregon Metro](#)



## Transportation Context

The following sections describe Clackamas County’s existing transportation context, including motor vehicle, public transportation and active transportation infrastructure and services.

### Existing Transportation Services and Infrastructure

#### Motor Vehicles

According to the 2023 RTP, 98% of the region’s motor vehicle network is complete making it significantly more complete than the other modal networks. Under rush hour conditions, average travelers can reach approximately 43% of jobs in the region by driving, compared to 7% by transit, which is a significant gap.

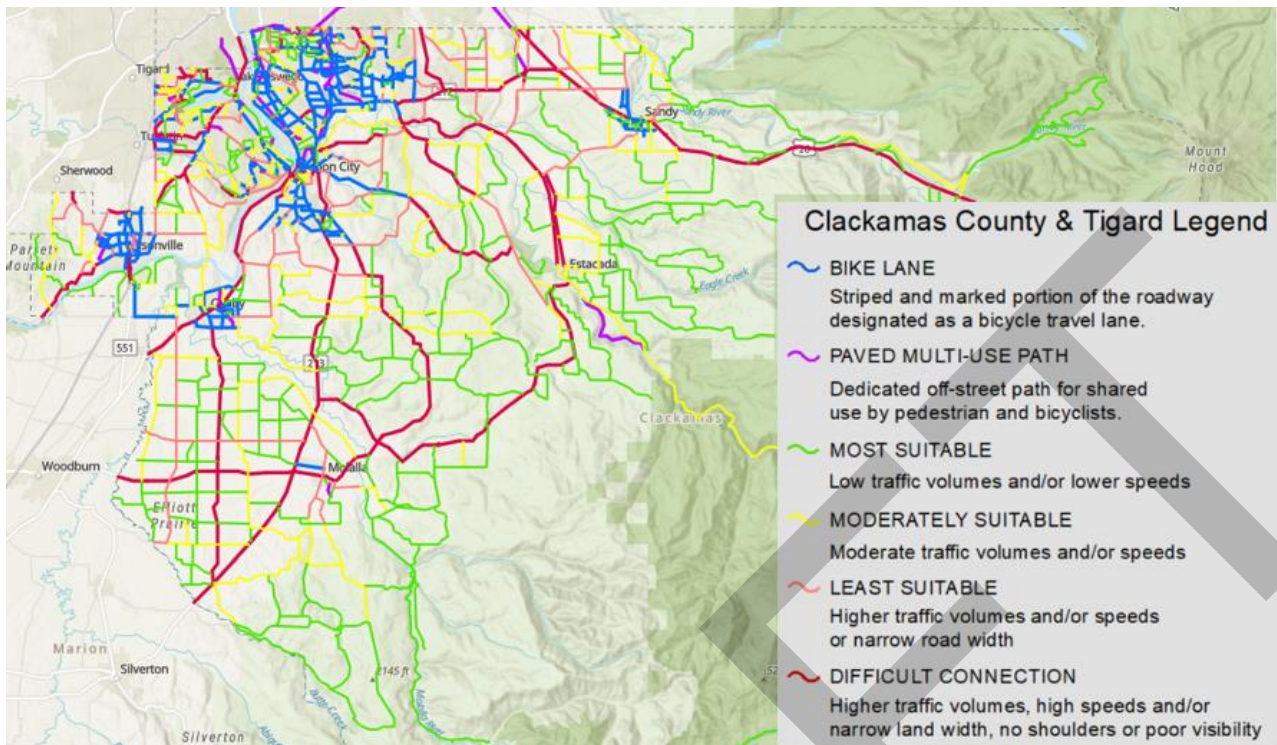
#### Bicycle & Pedestrian Network

Key statistics related to bicycle infrastructure in Clackamas County, as highlighted in Walk Bike Clackamas are as follows<sup>7</sup>:

- There are 102 miles of bikeways on unincorporated Clackamas County roads and 29 miles of multi-use paths
- Most current county bikeways are traditional bike lanes and are located in the Clackamas Regional Center Area and the Southwest County

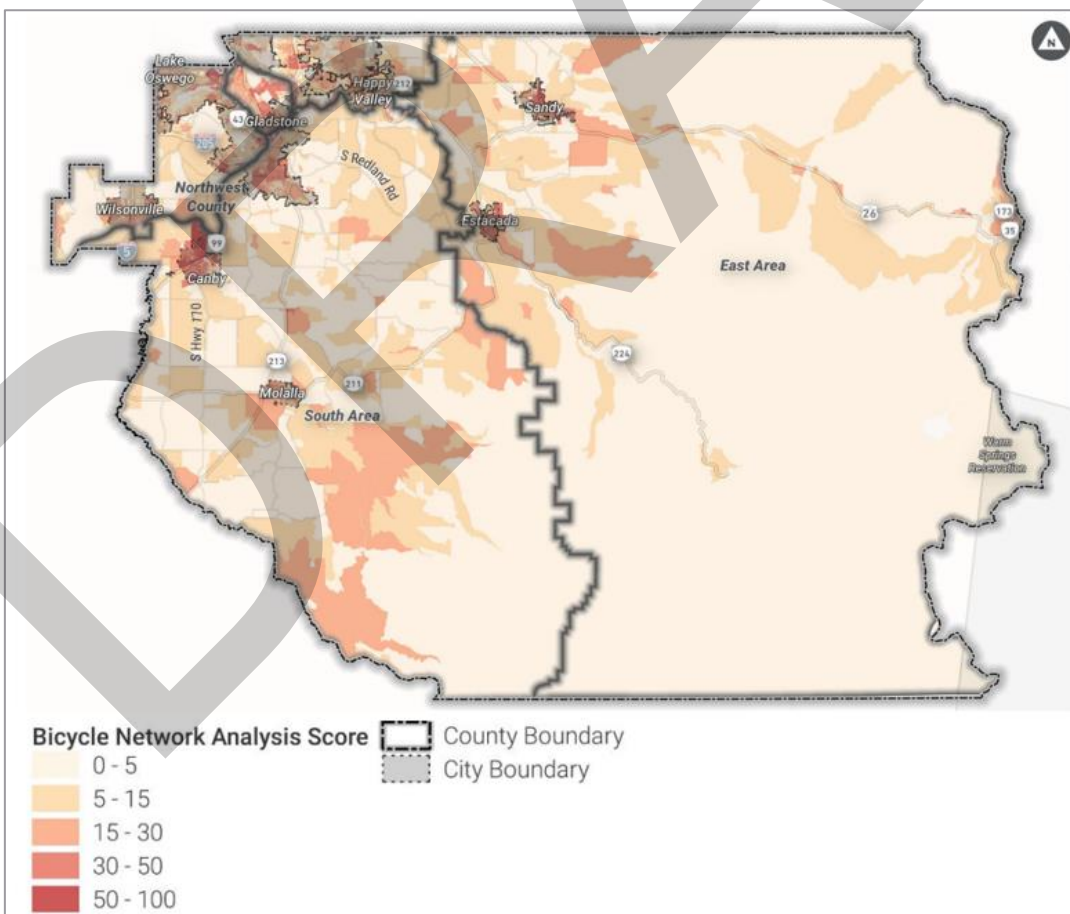
<sup>7</sup> Clackamas County. (2024). *Walk Bike Clackamas Plan (Draft)*. Retrieved from <https://dochub.clackamas.us/documents/drupal/accf1ce0-f9e6-4158-8d8e-bb2f7f445ce4>

Figure 6. Clackamas County Bike Network Map (source: [Clackamas County](#))



The bulk of Clackamas County is not well connected via low-stress bike routes and is reliant on high stress routes to connect key destinations. The higher-density, low-stress connections are concentrated on the outskirts of the Northwest, McLoughlin and Clackamas Town Center areas (Figure 15).

Figure 7. Bicycle Network Analysis (source: [Toole Design](#))



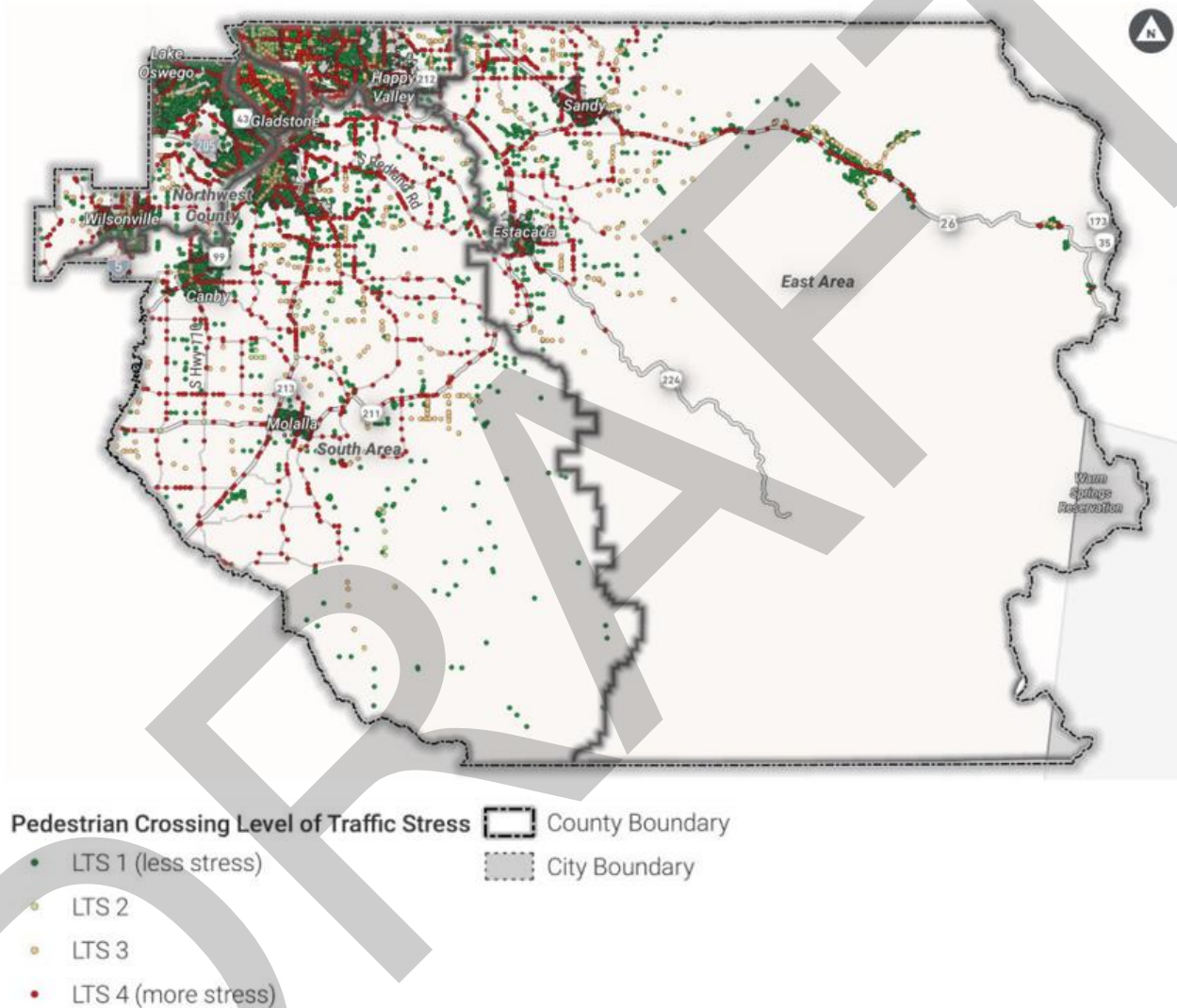


Key statistics related to pedestrian infrastructure in Clackamas County, as highlighted in Walk Bike Clackamas are as follows:

- Four percent of major streets and five percent of minor arterials have sidewalks on at least one side
- Eight percent of principal arterials have sidewalks on both sides
- Eight percent of local streets have sidewalks on both sides

As shown in Figure 8, pedestrian crossing stress scores are generally high on higher-classification and higher-volume roads countywide. These high stress crossings on major corridors represents a barrier to encouraging walking and active travel.

Figure 8. Pedestrian Level of Crossing Stress Analysis (source: Toole Design)



Per the RTP, the planned bicycle network for the Greater Portland region is approximately 66% complete with the planned pedestrian network being roughly 57% complete. It is also worth noting that the regional bicycle and pedestrian network is generally more complete in regional urban centers. More specifically, there are greater bicycle and pedestrian gaps *between* urban centers than within them, and at the edges of the region, many of which are on the regional trail system.

## Public Transportation

Public transportation services in Clackamas County are provided by seven primary providers, summarized in Table 1.

**Table 1. Clackamas County Transit Services**

Service Provider	Service Description
Canby Area Transit (CAT)	Connects Canby to Woodburn and Oregon City
Clackamas County College (CCC) Xpress Shuttle	Service between Clackamas County College’s Oregon City and Harmony campuses and the Clackamas Town Center MAX Station. Service is only available during school terms, but is open to the public and free.
Clackamas County – Mt. Hood Express	Two routes that constitute the Mt. Hood Express: <ul style="list-style-type: none"> <li>• The Express Route with service between Sandy, Government Camp and Timberline Lodge, and</li> <li>• The Village Shuttle Route with service between Sandy and Rhododendron</li> </ul>
Sandy Area Metro (SAM)	Two intercity bus routes connecting Sandy to Gresham and Estacada, along with a shopping shuttle within Sandy
South Clackamas Transportation District (SCTD)	Two intercity bus routes from Molalla to Canby and the Clackamas Community College – Oregon City campus as well as a city loop service in Molalla
South Metro Area Regional Transit (SMART)	<ul style="list-style-type: none"> <li>• Three intercity bus routes (with connections to TriMet in Tualatin, Cherriots in Salem, and CAT in Canby),</li> <li>• Four Wilsonville local bus routes</li> <li>• Two shuttle routes to specific city neighborhoods</li> </ul> <p>Dial-a-ride service includes ADA paratransit, general public dial-a-ride, service for people 60 years of age and older, and out-of-town medical trips.</p>
TriMet	Many fixed-route bus services in Clackamas County. Operates the MAX Orange and Green Lines, and provides LIFT paratransit service for people with disabilities or disabling health conditions that prevent them from independently taking bus or rail service

## Travel Patterns

The following section describes high-level travel trends for Clackamas County residents. The information was derived from the Clackamas County Transit Development Plan and Oregon Metro’s RTP.

### Trip Flows

As noted previously, 66% of commuters drive alone to work, with Portland being the most common destination for employed Clackamas County residents (Figure 9).<sup>8</sup> For people who work in Clackamas County, Portland is the most common home location (Figure 10). Roughly half of employed Clackamas County residents and employees in Clackamas County have commutes of 10 miles or less.<sup>9</sup>

Figure 9. Employees Leaving (Left) and Entering (Right) Clackamas County (source: Clackamas County Transit Development Plan)

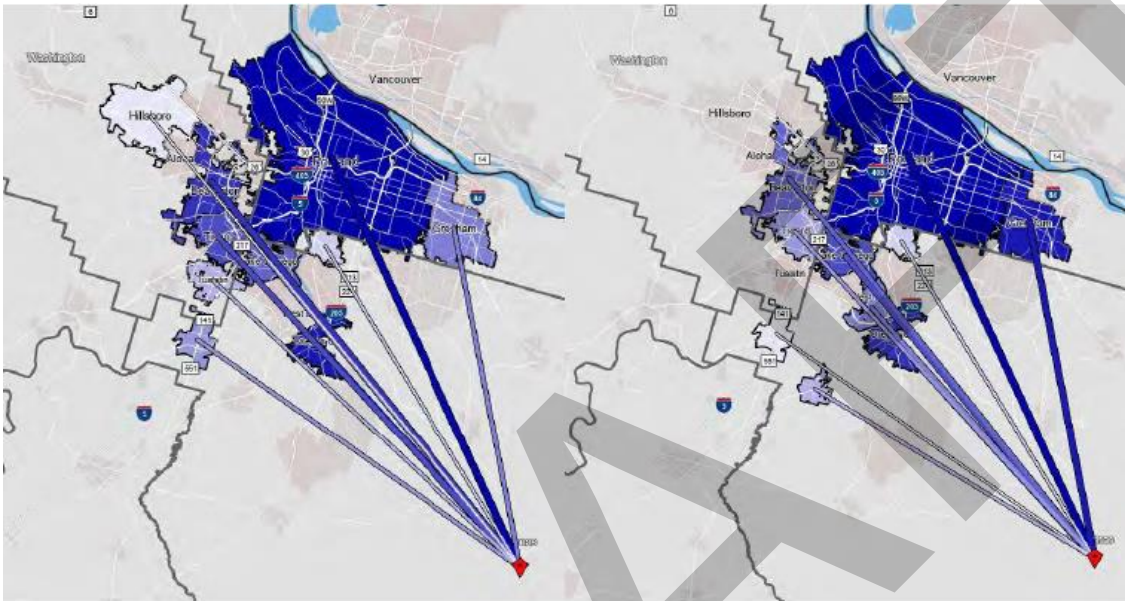


Figure 10. Employees Coming To and Going From Clackamas County (source: Clackamas County Transit Development Plan)

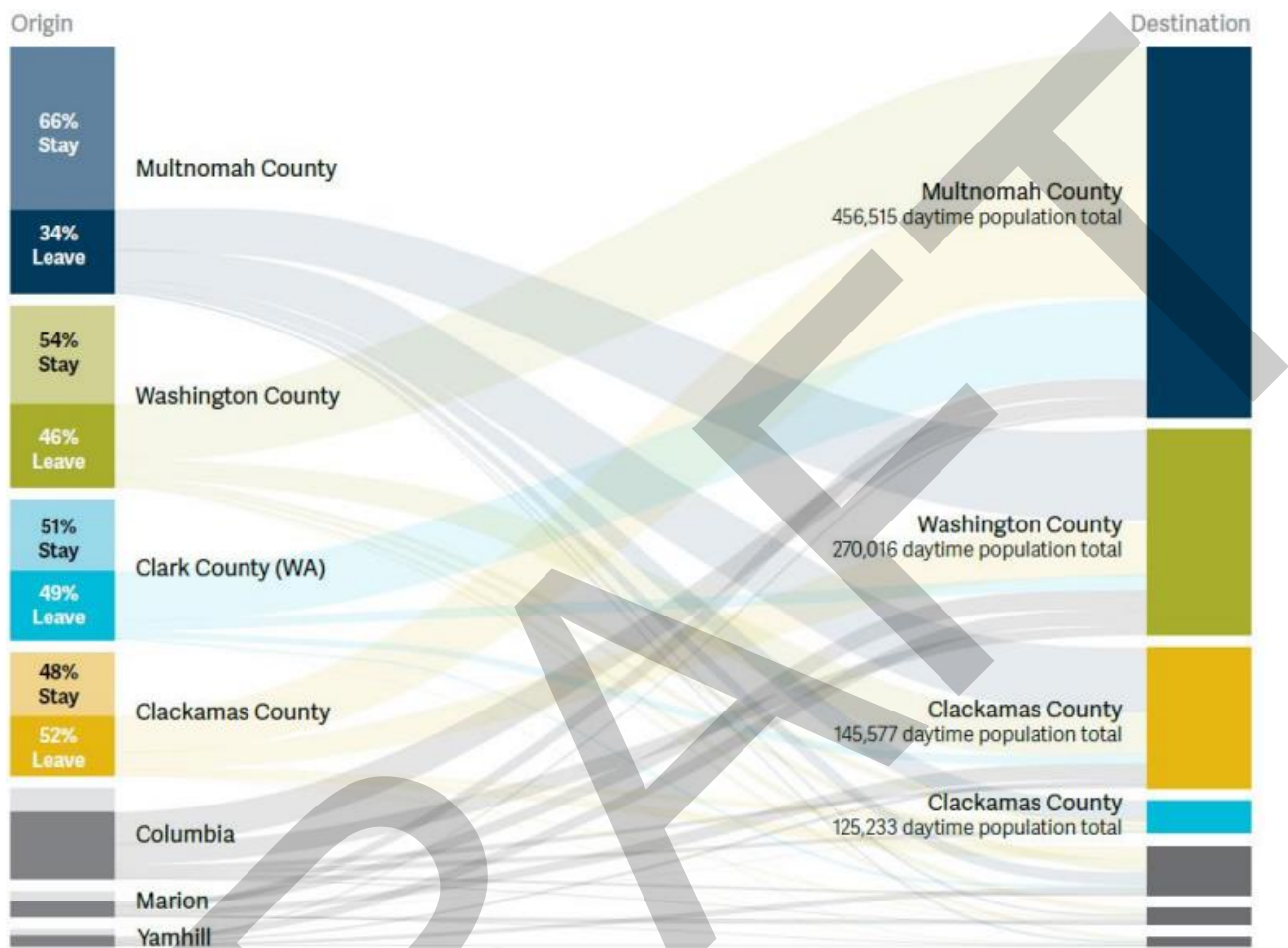
County Resident Work Locations	Count	Share	County Employee Home Locations	Count	Share
Portland	56,985	31.8%	Portland	27,295	17.7%
Oregon City	7,378	4.1%	Gresham	6,696	4.3%
Beaverton	7,305	4.1%	Oregon City	6,536	4.2%
Tigard	7,063	3.9%	Lake Oswego	4,032	2.6%
Lake Oswego	6,320	3.5%	Beaverton	3,759	2.4%
Gresham	6,001	3.4%	West Linn	3,616	2.3%
Wilsonville	5,381	3.0%	Tigard	3,377	2.2%
Tualatin	5,281	3.0%	Canby	3,347	2.2%
Milwaukie	5,224	2.9%	Milwaukie	3,036	2.0%
Hillsboro	4,253	2.4%	Wilsonville	3,034	2.0%
All Other Locations	67,753	37.9%	All Other Locations	89,455	58.0%

<sup>8</sup> Clackamas County. (2021). *Clackamas County Transit Development Plan*. Retrieved from <https://dochub.clackamas.us/documents/drupal/2c21e9e7-77d3-457b-9107-e46a8b3c1eea>

<sup>9</sup> Ibid.

As noted in the 2023 RTP<sup>10</sup>, increasing housing prices and economic specialization in the Greater Portland region will result in more complex commute patterns. As shown in Figure 11<sup>11</sup>, just under half (48%) of workers who live in Clackamas County commute within the county. Fifty-two percent leave the county for work, with the majority going to jobs in Multnomah County.

**Figure 11. Where workers live and commute in the Greater Portland region and surrounding counties (source: Oregon Metro 2023 Regional Transportation Plan)**



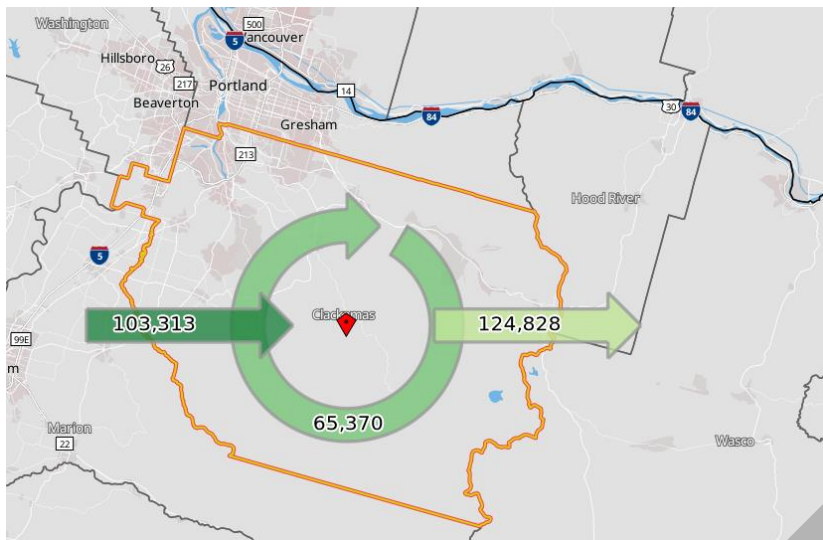
According to an Inflow/Outflow analysis from the US Census Bureau (based on 2021 data) (Figure 12), approximately 65,370 people both live and work in Clackamas County, which compared to the 2023 RTP, shows there may be a trend of more people living and working within the County over the past three years.<sup>12</sup>

<sup>10</sup> Oregon Metro. (2023). 2023 Regional Transportation Plan. Retrieved from <https://www.oregonmetro.gov/sites/default/files/2023/12/21/2023-RTP-Ordinance-No-23-1496-adopted-package-exhibit-A.pdf>

<sup>11</sup> Figure 10 includes data for counties that are outside the region that have significant amounts of workers commuting to or from the Metro region.

<sup>12</sup> US Census Bureau. (2021). Inflow/Outflow Analysis: worker flows in, out, and within Clackamas County, OR. Retrieved from <https://onthemap.ces.census.gov/>

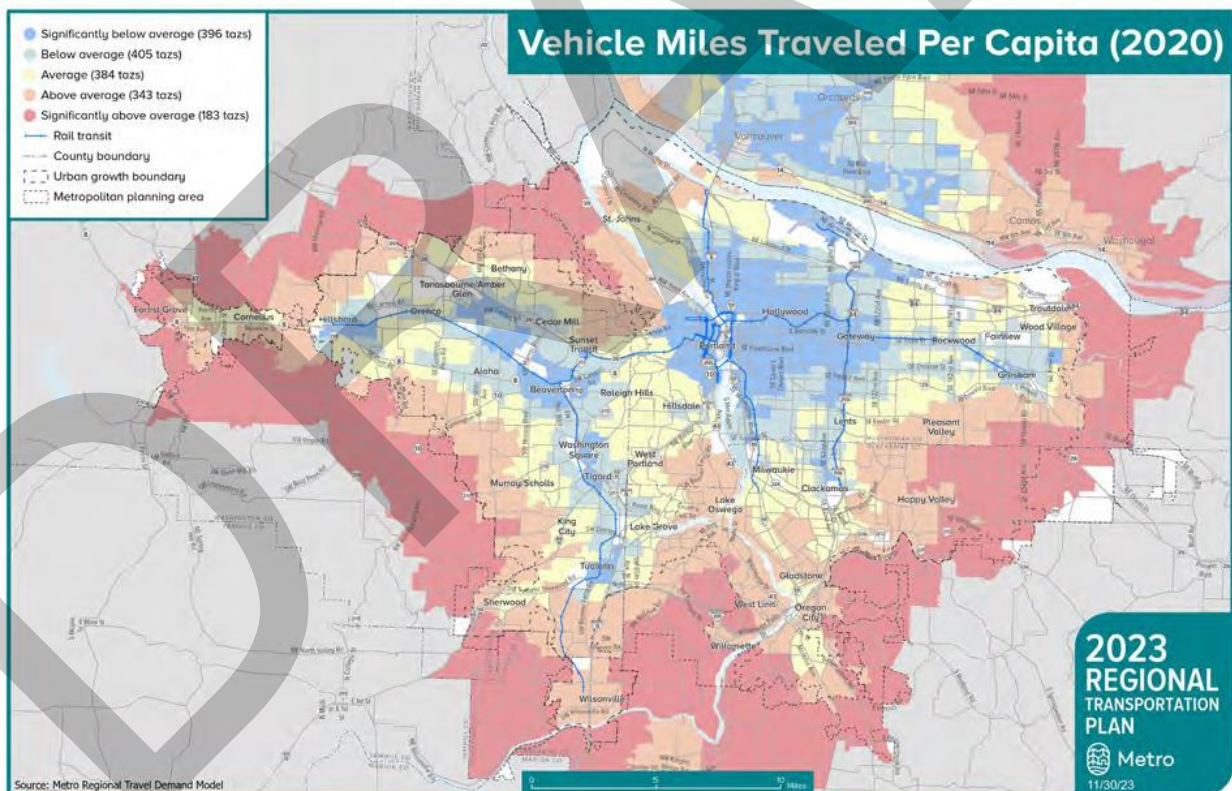
Figure 12. Inflow/Outflow analysis - Clackamas County (source: US Census Bureau)



### Vehicle Miles Traveled

Oregon Metro’s home-based VMT per capita analysis (2020 data) for the 2023 RTP shows VMT generated within Clackamas County compared to the rest of the region.<sup>13</sup> Clackamas County’s rural households generate significantly above the region’s average VMT, consistent with other counties. VMT per capita is above average in Oregon City, Gladstone, and Happy Valley. Cities along rail transit lines, such as Clackamas and Milwaukie, have VMT below the regional average.

Figure 13: Home-based VMT per capita by Metro transportation analysis, 2020 (Metro regional travel model)

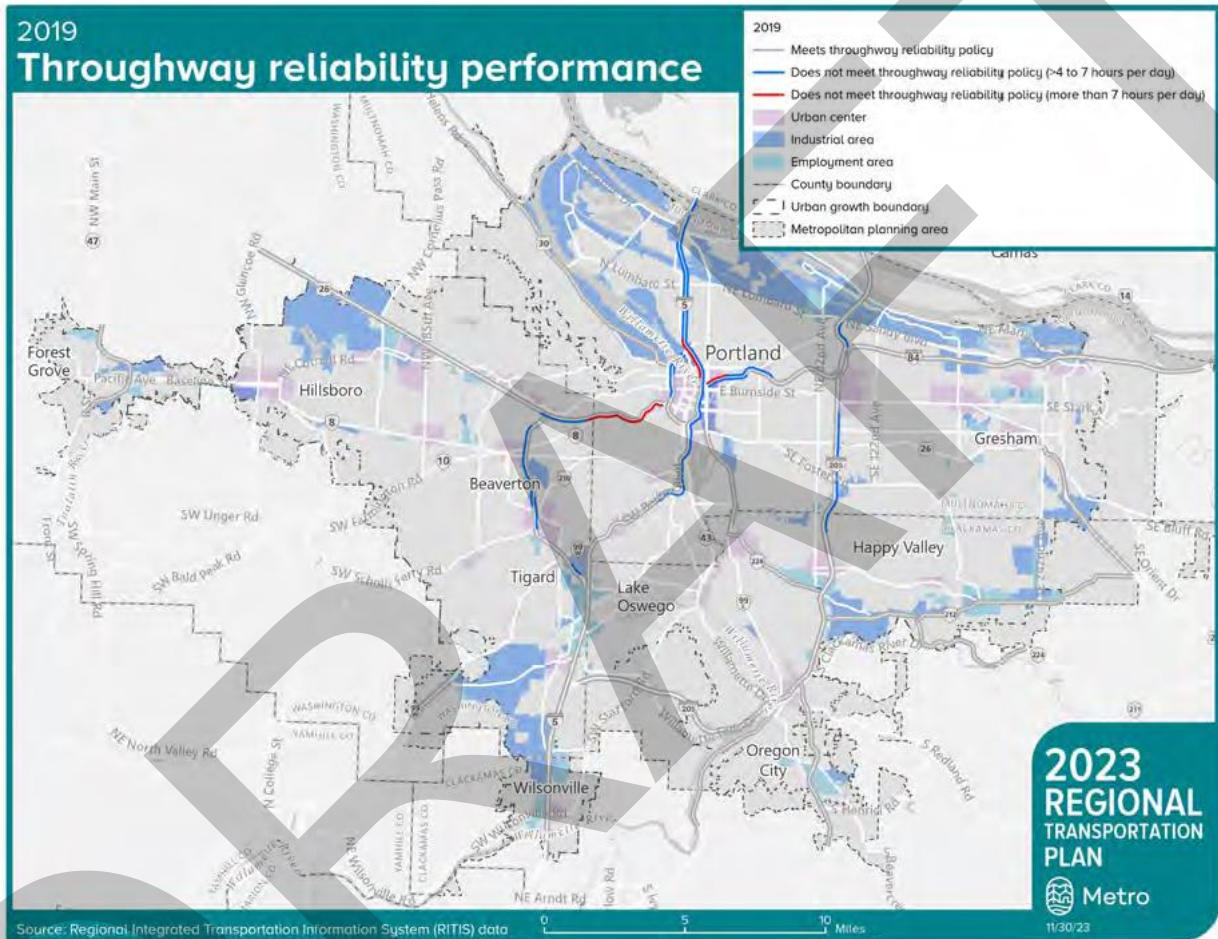


<sup>13</sup> Oregon Metro. (2023). *2023 Regional Transportation Plan*. P. 4-82. Retrieved from [2023 Regional Transportation Plan \(all chapters\) \(oregonmetro.gov\)](#)

## Vehicle Congestion Areas

According to the 2023 RTP’s congestion analysis (2019 data), the majority of Clackamas County appears to meet the region’s throughway reliability policy, which uses travel speed as a proxy for reliability.<sup>14</sup> The policy defines a minimum throughway performance threshold of no more than four hours per weekday with travel speeds below 35 miles per hour on controlled-access throughways, such as the I-205 freeway. The exception is the upper segment of I-205 entering Multnomah County. Given increased adoption of telecommuting, it is likely that Clackamas County continues to meet the region’s throughway reliability standards. More specific street-level congestion analysis was not identified in a review of Metro’s documents.

Figure 14: 2019 throughway travel speed reliability performance (2019 RITIS data) (Source: Oregon Metro)

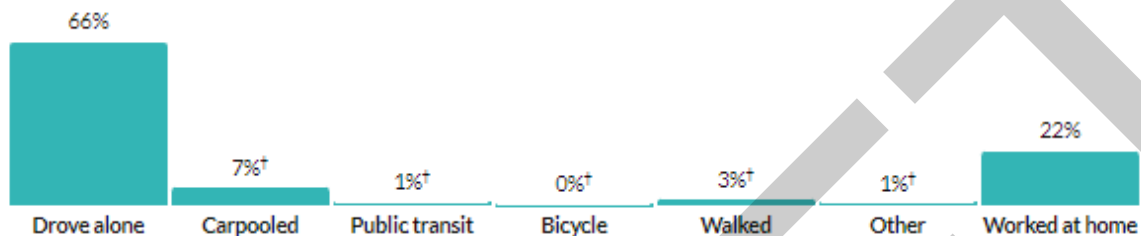


<sup>14</sup> Oregon Metro. (2023). *2023 Regional Transportation Plan*. P. 4-28. Retrieved from [2023 Regional Transportation Plan \(all chapters\) \(oregonmetro.gov\)](#)

## Trip Mode

The mean travel time to work for county residents is 26.5 minutes, with 66% driving alone for their commutes. Twenty-two percent of residents work from home, and 7% carpool to work. With the high proportion of residents who work from home, the Clackamas County Transportation Options Action Plan could consider how best to expand beyond commute trips to target non-commute travel. In addition, there appears to be potential for growth in ridesharing (carpool/vanpool). Transit and active transportation (bicycling and walking) comprise roughly 5% of commutes (Figure 15), illustrating the challenge of using these options for commuting from Clackamas County.

Figure 15. Means of transportation to work (source: US Census Bureau)



## Highlights

Highlights from this review of travel trends feature some areas of interest and areas of improvement:

**Over the last decade, Clackamas County has become more diverse.** This trend suggests that education and outreach regarding regional transportation options should be reviewed to ensure that it is catering to diverse audiences and evolving needs.

**Gaps in the alternative transportation network limits options.** According to the 2023 RTP, 98% of the region's motor vehicle network is complete making it significantly more complete than the other modal networks - the planned bicycle and pedestrian networks are approximately 66% and 57% complete, respectively.

**Work from home is the second most popular mode of commuting, followed by carpooling.** This suggests that TDM efforts should also address non-commute trips, in addition to targeted efforts for alternative travel options where it makes the most sense.

**Roughly half of employed Clackamas County residents and employees in Clackamas County have commutes 10 miles or less.** There is potential to shift these trips from single-occupancy vehicles (SOV) to alternative modes such as ridesharing (carpool/vanpool) and transit (where services exist).

## Next Steps

Along with the summary for TDM Programs and Activities and the Best Practices Memo, the team will synthesize and compile all key findings. The team will organize the findings into a Strengths and Opportunities Memo which will be a framework for the development of the Vision and Goals for the Travel Options Action Plan.

To Clackamas County Transportation Team  
From Steer  
Date 16 October 2024  
Project Clackamas County TO Action Plan

## Memo

Project No. 24566401

### Existing TDM Programs and Activities Summary

The following sections summarize key guidance documents and resources that will inform the development of the TO Action Plan. The guidance documents are categorized under Regional, County, State Policies & Plans, and Mode-Specific Plans.

#### Regional, County, and State Policies & Plans

##### Metro: 2018 Regional Travel Options Strategy<sup>1</sup>

Level of Government: Regional

Last amended: 2018

The Metro 2018 Regional Travel Options (RTO) Strategy describes the goals, objectives, and actions for implementing the next ten years of the RTO program, which funds and supports programs that increase travel options like walking, biking, ride sharing, telecommuting, and public transit use.

The RTO program funds five main project categories in the region: employer-based services, community-based services, Safe Routes to School programs, traveler information and services, and planning projects. In this way, the program helps support employer compliance with the state ECO rule, local efforts to expand TDM and TSMO services, and healthier, better-connected communities. Because the RTO program partners with and funds local efforts to improve travel options, it represents one of the most direct ways in which regional transportation planning efforts interact with local agencies and communities.

The RTO Strategy lists four goals, each with specific objectives as well as associated performance measures (Table 1). The goals guide local programs as well as inform how and to what programs RTO funding is directed. Broadly, the four goals enhance TDM programs and services, and provide the framework for reducing travel demand at different levels across the region.

<sup>1</sup> Oregon Metro. (2018). *2018 Regional Travel Options Strategy*. Retrieved from [https://www.oregonmetro.gov/sites/default/files/2018/07/18/Metro\\_2018\\_RTO\\_Strategy\\_FINAL\\_0A.pdf](https://www.oregonmetro.gov/sites/default/files/2018/07/18/Metro_2018_RTO_Strategy_FINAL_0A.pdf)



**Table 1. RTO Goals and Related Performance Measures**

Goal	Related Performance Measure(s)
<p><b>Goal 1:</b> Increase access to and use of travel options to reduce VMT, provide cleaner air and water, improve health and safety, and ensure people have choices for regional travel</p>	<ul style="list-style-type: none"> <li>• Non-SOV commute rate for communities participating in RTO-funded activities, with a target of 40% by 2028</li> <li>• Vehicle Miles Reduced (VMR) for communities participating in RTO-funded activities</li> </ul>
<p><b>Goal 2:</b> Reach existing and new participants more effectively by expanding the RTO program and working with new partners</p>	<ul style="list-style-type: none"> <li>• Awareness of travel options and participation in RTO-funded activities</li> <li>• Partners’ placement on the Capability Matrix</li> <li>• Percent of RTO investments targeted to communities of color, older adults, people with disabilities, and/or low-income households</li> <li>• Identified barriers for communities of color, older adults, people with disabilities, and/or low-income households</li> <li>• Number of TO staff per capita</li> </ul>
<p><b>Goal 3:</b> Encourage families to walk and bicycle to school safely by implementing a Regional Safe Routes to School Program</p>	<ul style="list-style-type: none"> <li>• Non-SOV school commute mode share for communities participating in RTO-funded activities</li> <li>• Number of jurisdictions or school districts with formalized SRTS programs</li> <li>• Number of SRTS Coordinator positions in the region</li> <li>• Reach of SRTS programming (number of students involved in SRTS activities)</li> </ul>
<p><b>Goal 4:</b> Measure, evaluate, and communicate the RTO Program’s impacts to continually improve the program</p>	<ul style="list-style-type: none"> <li>• Metro, or Metro and grantee, agree to measure one or more indicators per project in context of project goals and funding, with a target of all projects to include measures by 2028</li> <li>• Measure context and trends to inform strategic approaches for the RTO program</li> </ul>

As a follow up to the RTO Strategy, Metro conducted a needs and opportunities assessment to identify active TDM programs and map their distribution. The data collected was used to create a master geodatabase and an ESRI Storymap, providing an open resource for partners and the public.

## Metro Regional Employer Program Framework<sup>2</sup>

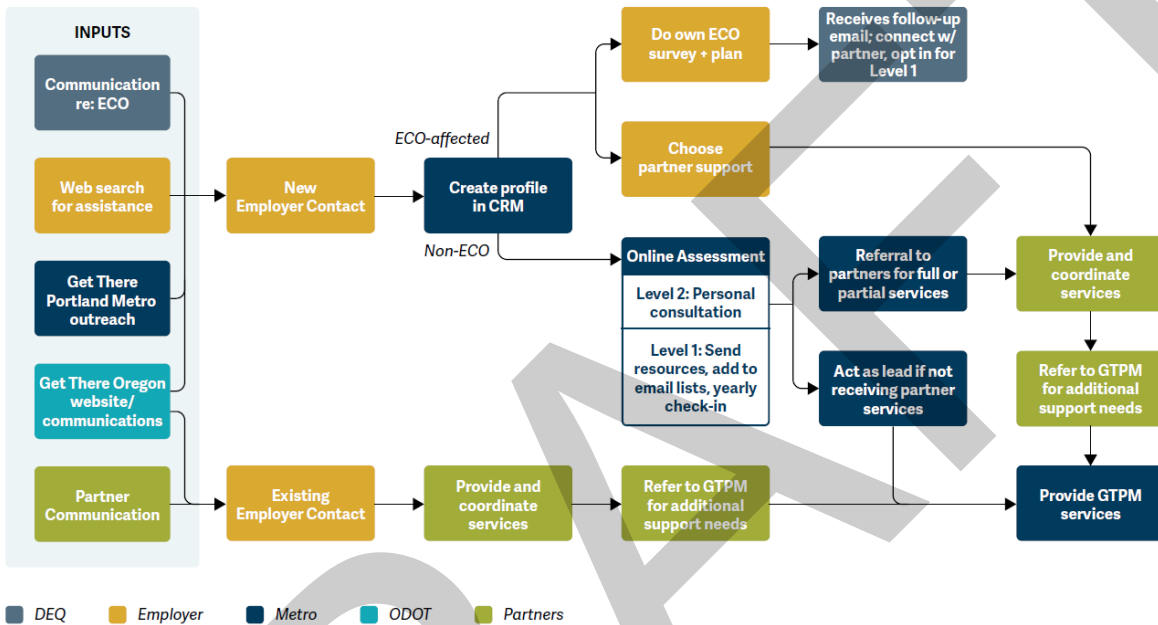
Level of Government: Regional

Last amended: 2023

Metro’s Regional Employer Program Framework outlines a vision statement and priorities for the regional commute program. While the Regional Employer Program is led by Metro, RTO partners have a key role in coordinating and collaborating with Metro to ensure effective and streamlined program delivery. RTO partners include local jurisdictions, nonprofits, educational institutions, transit providers and Transportation Management Associations (TMAs). As such, the Framework outlines partner roles and responsibilities regarding employer support, as shown in the Journey Map in Figure 1.

Figure 1. Employer Support Journey Map

### Employer Support Journey Map



(Source: Metro Regional Employer Program Framework)

## Get There Portland Metro Marketing Plan

Level of Government: Regional

Last amended: 2024

Get There Portland Metro focuses “primarily on raising awareness of the ways employers can help their employees safely commute to work by walking, biking, carpooling, vanpooling and using public transit.”<sup>3</sup> It is one of the means Metro and its partners use to achieve the region’s six desired outcomes, per the 2023 RTP and as shown in Figure 2.

<sup>2</sup> Oregon Metro. (2023). *Regional Employer Program Framework*. Retrieved from [https://www.oregonmetro.gov/sites/default/files/2023/12/29/RTO-employer-program-framework\\_121223.pdf](https://www.oregonmetro.gov/sites/default/files/2023/12/29/RTO-employer-program-framework_121223.pdf)

<sup>3</sup> Ibid footnote #2.

Figure 2. 2023 RTP Desired Regional Outcomes



The 2024 Marketing Plan outlines defined approaches to reach key audiences in order to meet Metro’s goals. Key audiences fall into three categories: Employers, Commuters and Partners.

The Plan also notes that the bulk of marketing and outreach resources would be focused on employers in East Multnomah and Clackamas counties, for the first two years. In particular, employers who meet the following criteria in those two counties will be the primary focus:

- 25 or more employees
- An existing benefits coordinator, employee transportation coordinator (ETC), workplace champion, owner or contact managing employee communications
- An established contract or relationship with an existing travel options partner
- B Corp certification

Prioritized marketing tactics to raise awareness for Get There Portland Metro include:

- Employer Outreach Hub: a portal with materials, brand guidance, content and photos that partners can use, co-brand and customize
- Digital Campaign: Geo-targeted paid digital advertising to market tools and resources.
- Partnership + Event Outreach: Work-site events, business events, and hosted challenges/campaigns
- Measurement: A marketing dashboard to track and record metrics.

**Metro Regional Travel Options Racial Equity Strategy<sup>4</sup>**

Level of Government: Regional

Last amended: 2022

Metro’s RTO Racial Equity Strategy is the result of a year-long process to define the specific outcomes and actions needed to measure and assess the impact of Metro’s progress, from an equity perspective. The following goals are outlined in the Racial 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

<sup>4</sup> Oregon Metro. (2022). *Metro Regional Travel Options Racial Equity Strategy*. Retrieved from [https://www.oregonmetro.gov/sites/default/files/2022/08/05/RTO%20Racial%20Equity%20Strategy\\_July%202022.pdf](https://www.oregonmetro.gov/sites/default/files/2022/08/05/RTO%20Racial%20Equity%20Strategy_July%202022.pdf)

- **Goal 2:** Metro RTO funded travel options programs that are developed for BIPOC communities are developed and delivered in collaboration with BIPOC communities
- **Goal 3:** Metro’s RTO program generates long term opportunity for BIPOC communities to grow wealth through improved access from transportation investments
- **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

The above goals and their associated outcomes will inform RTO program activities over the next 5 years.

### Transportation Planning Rules<sup>5</sup>

Level of Government: State

Last amended: 2022

The Oregon Administrative Transportation Planning Rules require cities and counties to identify existing transportation programs and services, determine future TDM needs, and set performance targets. The rule emphasizes coordination with transportation providers, state agencies, and local governments to address the needs of underserved populations and to promote alternatives to single-occupancy vehicle use. Key elements include education, TDM programs to reduce solo driving, and trip reduction strategies for large employers.

In the Transportation Options Planning section, it notes:

- State, local, and regional agencies must **coordinate to identify and support existing transportation options and demand management programs**, particularly those that reduce reliance on single-occupancy vehicles and serve underserved populations.
- Agencies should work together to **identify and address future TDM needs**, including commute trip reduction strategies and physical infrastructure improvements (e.g., carpool parking, park-and-ride facilities).
- Local governments must **develop targeted trip reduction strategies for large employers** to help decrease single-occupancy vehicle trips during peak travel times.

### Clackamas County Comprehensive Plan (Chapter 5: Transportation System Plan)<sup>6</sup>

Level of Government: County

Last amended: 2013

The Clackamas County Transportation System Plan (TSP) guides transportation-related decisions and identifies the transportation needs and priorities in unincorporated Clackamas County from 2013 to 2033. It contains 7 TDM policies, summarized below:

- **Implement Transportation Demand Management techniques**—including education, encouragement, and enforcement—appropriate for all County residents, in order to increase efficient use of existing transportation infrastructure and minimize congestion and safety concerns by offering choices of mode, route, and time

<sup>5</sup> Oregon Department of Land Conservation & Development. (2022). *Transportation Options Planning*. Retrieved from: [https://www.oregon.gov/lcd/CL/Documents/TPR\\_2022.pdf](https://www.oregon.gov/lcd/CL/Documents/TPR_2022.pdf)

<sup>6</sup> Clackamas County. (2013). *Clackamas County Comprehensive Plan Chapter 5: Transportation System Plan*. Retrieved from: <https://dochub.clackamas.us/documents/drupal/4f347d01-968b-47c4-ae92-7eac0776a0f>

- Support and participate in efforts by Metro, the Department of Environmental Quality (DEQ), transit providers, and any area Transportation Management Associations (TMAs) to **develop, monitor and fund regional TDM programs.**
- **Provide adequate bicycle and pedestrian facilities** to employment areas to encourage use of bicycles or walking for the commute to work and to improve access to jobs for workers without cars.
- Support programs that work with schools to **identify safe bicycle and pedestrian routes to connect neighborhoods and schools.** Seek partnerships and funding to support improvement of these routes.
- (Urban) Work with County employers located in concentrated employment areas to **develop Transportation Management Associations (TMAs)** to coordinate and support private-sector TDM efforts and to work toward the mode share targets for 2040, as shown in **Error! Reference source not found..**

**Table 2. Clackamas County Comprehensive Plan Mode Share Targets**

Design Type	Non-Drive Alone Modal Target
Regional Centers Station Communities Corridors	45-55% of all vehicle trips
Industrial Areas Employment Areas Neighborhoods Regionally Significant Industrial Areas	40-45% of all vehicle trips

- (Rural) **Encourage employers and schools outside urban growth boundaries to implement a range of TDM policies** to help their employees and students reduce vehicle miles traveled, maximize use of existing transportation facilities, and increase walking, biking and transit use.

Clackamas County Automobile Trip Reduction Plan	
<i>Level of Government:</i> County	<i>Last amended:</i> 2019

The Clackamas County Automobile Trip Reduction Plan includes 11 TDM measures that are aimed at reducing County employees’ single occupancy vehicle (SOV) trips. The TDM measures included in the Plan are summarized in Table 3.

**Table 3. Clackamas County Automobile Trip Reduction Plan TDM Measures**

TDM Measure	Description
Transit Pass Program	The County pays for 50% of a monthly transit pass or 10-ticket book of 2-hour tickets. Employees can receive the benefits on a pre-tax basis.
County Commute Options Program	The County maintains a Commute Options site on its intranet, which promotes the range of TDM programming offered to employees and links to additional resources such as Get There ( <a href="http://getthereoregon.org">getthereoregon.org</a> ), for carpool matching and alternative trip planning.
The Street Trust	Each year, the County promotes and participates in the Street Trust May Commute Challenge with prizes and drawings. As an added incentive, the employee who logs the most bicycle commute miles during the month of May is awarded a grand prize from a local retailer.
Wellness and Education Campaign	<ul style="list-style-type: none"> <li>• Commuter challenge – every summer the County sponsors an employee Commuter Challenge to encourage and reward getting to work by alternative means. Employees who used alternative modes during the challenge are eligible for recognition and prizes.</li> </ul>

	<ul style="list-style-type: none"> <li>Wellness, Safety and Sustainability Fair – the County hosts a commute options table at the annual Wellness, Safety and Sustainability Fair provides trip reduction resources.</li> </ul>
Company Cars for Business Travel	Employees who use alternative modes to commute receive priority County vehicles for business travel.
Bike parking	Covered employee bicycle parking is available at some of the County’s worksites. As of 2019, the Red Soil campus has over 30 bicycle parking spaces for employees. Interior, covered parking for over 20 bicycle parking spaces and outlets for charging electric bikes is also available at the Development Services Building on the Red Soils campus. Racks are typically located near the front entrance of the buildings and in highly visible locations.
Emergency Ride Home (ERH) vouchers	Emergency Ride Home vouchers are available to employees who use alternative commute options such as carpooling, biking, vanpooling, walking or taking transit to work, in case of an emergency.
Preferential Parking for High Occupancy Vehicles (HOVs)	Preferential parking spaces are reserved for HOVs at most worksites. They are usually located in front of building entrances as an incentive to encourage employees carpooling to work.
Shower Facilities	In order to encourage and facilitate employees using alternative commute options, shower facilities are available at many worksites. About 25% of the employees have access to the shower facilities upon request. Some showers are designed for people with disability.
On-site Amenities	One of the challenges for auto trip reduction is limited amenities in-or-around most worksites, resulting in employees driving during lunch or break time for food. To mitigate this, the County has installed vending machines in large worksites and offers a small coffee, snack, and lunch stand at the Development Services Building.
Telecommuting	Telecommuting was introduced in 2004 and expanded significantly during and after the COVID-19 pandemic. Office-based employees are required to work in the office for a minimum of two days per week and are permitted to telecommute on the remaining two to three workdays.
Compressed Work Week	This option is available to most office employees. Employees can choose to work a 10-hour per day, 4-day work week or complete 80 hours of work in 9 days.
Flextime	This option is offered to a limited number of employees, who adjust their work schedules with the agreement of their supervisors and department heads. These are individual arrangements, rather than a promoted department-wide policy.
<b>Oregon Travel Options Plan<sup>7</sup></b>	
<i>Level of Government:</i> State	<i>Last amended:</i> 2015

The Oregon Transportation Options Plan (OTOP) provides policy guidance for state and local partners to improve and expand transportation access throughout the state. The plan focuses on programs and strategies that reduce reliance on single-occupancy vehicles and encourages walking, biking, ridesharing, transit use, and telecommuting. The Performance Measures section of the OTOP outlines metrics used to assess the success of transportation options programs. The performance measures included in the Plan are summarized in Table 4.

<sup>7</sup> Oregon Department of Transportation. (2015). *Oregon Transportation Options Plan*. Retrieved from <https://www.oregon.gov/odot/Planning/Documents/OTOP.pdf>

**Table 4. Transportation Options Plan Performance Measures**

Performance Measure	Description
Number of transportation options staff per capita	A key goal is to ensure equitable access to transportation options across both urban and rural areas. This includes providing Oregonians with the necessary information and resources to understand available transportation options. An important performance measure is tracking the number of transportation options staff per capita, as these staff play a critical role in outreach, delivering information, and managing programs that support transportation options.
Motor vehicle miles traveled per capita	A decline in VMT per capita indicates that more people are using alternative transportation modes. VMT is a crucial metric for assessing transportation system efficiency and may provide insights for future travel time metrics.
Percent of trips that use a mode other than driving alone during the peak hour	The Transportation Options Plan aims to increase the availability of alternative transportation options and reduce reliance on driving alone. One of ODOT's primary performance measures is mode share, which tracks the percentage of Oregonians who do not commute alone during peak hours. Monitoring mode share helps document congestion levels and improvements in system efficiency.

**Oregon’s Statewide Planning Goals & Guidelines: Goal 12 Transportation<sup>8</sup>**

*Level of Government: State*

*Last amended: 2019*

Oregon’s statewide land use planning program is a partnership between state, local governments and special districts and is founded upon 19 goals. These goals outline the state’s policies on land use and related topics including housing, transportation and natural resources, among others. The majority of the goals have associated guidelines which are suggestions regarding how a goal may be implemented. These guidelines are not mandatory; however, they are adopted as administrative rules and local comprehensive plans must be consistent with statewide planning goals.

Goal 12 is focused on transportation and aims “To provide and encourage a safe, convenient and economic transportation system.”<sup>9</sup> Planning and implementation guidance is provided for this administrative rule.

- Planning guidelines:
  - **Partner agency coordination:** Area-wide transportation studies/plans should be revised in alignment with local and regional comprehensive plans and submitted to local and regional agencies for review and approval.
  - **Optimization of existing systems:** Transportation systems should be planned to utilize existing facilities and rights-of-way within the state to the fullest extent possible (while ensuring consistency with state environmental, energy, land-use, economic and/or social policies)
  - **Land conservation:** No major transportation facility should be planned or developed outside urban boundaries on Class I and II agricultural land unless no feasible alternative exists. Major transportation facilities should not divide existing economic farm and urban social units unless no feasible alternative exists.

<sup>8</sup> Oregon Department of Land Conservation & Development. (2019). *Oregon Statewide Planning Goals and Guidelines*. Retrieved from [https://www.oregon.gov/lcd/Publications/compilation\\_of\\_statewide\\_planning\\_goals\\_July2019.pdf](https://www.oregon.gov/lcd/Publications/compilation_of_statewide_planning_goals_July2019.pdf)

<sup>9</sup> Ibid.

- **Context-sensitive solutions:** Population densities and peak hour travel patterns of existing and planned developments should be considered in the choice of transportation modes. Transportation plans should place strong consideration to not exceed the carrying capacity of the air, land and water resources of the planning area.
- Implementation guidelines:
  - **Integrate land use and transportation planning:** The number and location of major transportation facilities should conform to applicable state/local land use plans and policies designed to direct urban expansion to designated suitable areas.
  - **Conduct comprehensive impact assessment:** Transportation plans should identify positive and negative impacts on local land use, environmental quality, energy use and resources, existing transportation systems, and fiscal resources.
  - **Develop detailed management programs:** Plans should designate respective implementation roles and responsibilities to government agencies operating in the planning area.

### 2023 Regional Transportation Plan<sup>10</sup>

*Level of Government:* Regional

*Last amended:* 2023

Metro is the metropolitan planning organization (MPO) for Oregon’s Portland-Vancouver urbanized area, serving approximately 1.7 million people living in the region’s 24 cities and three counties. As the MPO, Metro updates the Regional Transportation Plan (RTP) every five years in coordination with the region’s cities, counties, the Port of Portland, the Oregon Department of Transportation, transit providers and other partners.

The RTP guides investments in vehicle, transit, bicycle and walking travel options as well as the movement of goods and freight throughout the greater Portland region. The plan identifies the region’s most urgent transportation needs and priorities with the revenues expected over the next 22 years to make those investments a reality. The RTP also defines goals and policies to help meet those needs and guide priority investments.

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<sup>10</sup> Oregon Metro. (2023). *2023 Regional Transportation Plan*. Retrieved from <https://www.oregonmetro.gov/sites/default/files/2023/12/21/2023-RTP-Ordinance-No-23-1496-adopted-package-exhibit-A.pdf>



Public input played a significant role in shaping the RTP. Key takeaways related to transportation needs and priorities are summarized below:

- **Safety is a key concern:** people are concerned about vehicle crashes when walking and biking, as well as personal safety, particularly when using transit.
- **Improved transit service is desired:** communities across the region want access to affordable, efficient and frequent transit.
- **Sustainability is a key priority:** residents highlighted that RTP projects should do more to reduce greenhouse gas emissions and were concerned about how the transportation system will adapt to climate change.
- **Need for improved accessibility of active transportation infrastructure:** community members noted that many parts of the region need more sidewalks and that all sidewalks should be ADA accessible, particularly those connecting to transit.
- **Small-scale investments can make a difference:** many communities expressed a desire for relatively small investments in infrastructure such as road connections and minor safety enhancements such as lighting and improved crossings.

Goal 1 of the RTP is centered around **mobility options**. Key objectives include:

- Provision of **travel options** – increase proportion of trips made by walking, bicycling, shared rides and transit to reduce per capita vehicle miles traveled (VMT).
- **System completion** – fill in regional network gaps
- **Access to transit** – increase household and job access to frequent transit; and
- **Regional mobility** – maintain reliable person-trip and freight mobility for all modes in the region’s mobility corridors.

Five performance measure categories were identified to track progress for the RTP and include associated metrics which are summarized in Table 4.

Table 4. Regional Transportation Plan Performance Measures

Measure Category	Performance Measure
<b>Mobility</b>	Mode share
	Access to jobs
	Multimodal access
	System completion
	System completion near transit
	Access to options
	Throughway reliability
<b>Safety</b>	Serious crashes
<b>Equity</b>	Serious crashes and equity
	Safe system completion and equity
	Access to jobs and equity
<b>Economy</b>	Travel times
	System completion – job centers
<b>Climate and environment</b>	Climate (GHG emission reduction)
	Air quality

The RTP defines TDM as “a series of activities aimed at ensuring people are aware of, understand and have access to the full variety of travel options available within the region... TDM provides information, encouragement, and incentives to help people make more of their trips safely and comfortably without driving alone.” Four TDM policies are defined in the RTP and include:

1. **Develop and refine regional and local TDM policies** and implementation plans to help reach climate, mobility and modal targets.
2. **Provide adequate TDM resources and programming** to meet the public’s specific mobility needs for employment, education and essential services.
3. **Provide and deliver TDM programming at a variety of scales:** state, regional and local.
4. **Improve access to travel choices and eliminating barriers** for marginalized communities, with a focus on communities of color and people with low incomes.

Title VI Implementation Plan	
Level of Government: County	Last amended: 2021

The Title VI Implementation Plan outlines Clackamas County’s policies and commitments related to Title VI of the 1964 Civil Rights Act. Key activities in the Title VI Implementation Plan relate to

- Transportation planning and public involvement
- Design/environmental review
- Right-of-way
- Construction and maintenance

## Mode-Specific Plans

Transit Development Plan <sup>11</sup>	
Level of Government: County	Last amended: 2021

The Clackamas County Transit Development Plan (TDP) provides guidance on transit connections between existing providers outside the TriMet service region and input regarding services *within* the TriMet service region. Specifically, it guides investments of Statewide Transportation Improvement (STIF) grants by identifying necessary and priority connections in portions of the county that lack transit service and also identifies actions needed to support transit use throughout the county. Four goals are identified in the TSP, including:

- Enhance connectivity
- Prioritize equity, health and safety
- Promote sustainability
- Improve customer experience and mobility

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<sup>11</sup> Clackamas County. (2021). *Clackamas County Transit Development Plan*. Retrieved from <https://dochub.clackamas.us/documents/drupal/2c21e9e7-77d3-457b-9107-e46a8b3c1eea>

Key transit performance identified in the Plan fall under the following theme areas:

- **Lack of intercommunity connections**
  - Highway 212 to Damascus and Boring,
  - Damascus–Gresham,
  - Happy Valley–Gresham,
  - Tualatin–West Linn–Oregon City, and
  - Highway 211 between Estacada–Molalla–Woodburn.
- **Some communities have limited or no access to transit**
  - Damascus, Boring, Estacada, and Eagle Creek have no local transit service.
  - Jennings Lodge, Oak Grove, and Oatfield but have no east-west connections
  - Happy Valley - service concentrated primarily around Sunnyside Road, with much of the rest of the city having no transit access.
  - Clackamas Industrial Area has no last-mile service to the many employers in the area
  - Estacada and Eagle Creek have portions that remain beyond ¼ mile of service.
- **Poor walking/bicycling access in some areas**
- **Lack of transit service to underrepresented communities**
  - Oregon City outskirts, areas around Canby, Eagle Creek, Jennings Lodge–Oak Grove–Oatfield, Happy Valley, and Damascus
- **Few direct connections to major employment areas**
  - From Clackamas County to major employment areas in Gresham and Washington County
- **Lack of service on several regional corridors**
  - No transit service on several regional corridors, including Highway 212 between the Clackamas Industrial Area and Damascus/Boring, Interstate 205 between West Linn and Tualatin/Wilsonville, and Highway 211 between Molalla and Woodburn
- **Gaps in service span and frequency**
  - Not much weekend service is provided on intercommunity routes outside the TriMet district, especially on Sundays.
- **Opportunities to improve system ease of use**
  - There is no common fare system/fare reciprocity across Clackamas County transit providers, and few providers use real-time vehicle arrival technology

#### Blueprint for a Healthy Clackamas County<sup>12</sup>

Level of Government: County

Last amended: 2021

The Blueprint for a Healthy Clackamas County is the county’s Community Health Improvement Plan (CHIP). The CHIP helps to coordinate, connect and align priorities for collective partnerships that improve the health and quality of life for county residents. The CHIP was developed by the County’s Public Health Division, as required by state and federal law for accreditation. CHIP priorities are summarized in Table 5, along with associated transportation-related indicators.

<sup>12</sup> Clackamas County. (2021). *Blueprint for a Healthy Clackamas County*. Retrieved from <https://dochub.clackamas.us/documents/drupal/a6f39b3f-5727-4533-a572-d8d8588e2e7d>

**Table 5. Blueprint for a Healthy Clackamas County Priorities**

Priority	Transportation-related Indicators
Access to care	Access to safe transportation
	Crash indicators
Culture of health	Safe transportation
Healthy behaviors	Active transportation

The Blueprint Grants program provides support for community-led health-based programs that are focused on reducing poverty, raising awareness, and developing a long-term strategy to ensure a healthier Clackamas County.

Walk Bike Clackamas Plan (draft April 2024) <sup>13</sup>	
Level of Government: County	Last amended: 2024

Walk Bike Clackamas (WBC) is Clackamas County’s combined pedestrian and bicycle plan which recommends future projects and programs that will meet the county’s transportation needs. It also includes updated policy priorities that will inform decision-making for investments in active transportation. Six goals were defined in WBC and are summarized in Table 6.

**Table 6. Walk Bike Clackamas Goals**

Goal	Description
Safety	Improve the safety of people walking and bicycling through safe street design and supportive programs.
Accessibility	Ensure walkways and bikeways are accessible for people of all ages, abilities, and incomes.
Connectivity	Develop and maintain walking and biking routes that provide convenient and clear connections to important community destinations in Clackamas County.
Sustainability	Expand and promote active travel (walking and biking) options that optimize the environment, the economy, and community benefits
Equity	Focus investments to ensure safe transportation alternatives regardless of age, race, income, gender, and ability.
Health	Plan and provide infrastructure that allows people to safely walk, run or cycle for improved health.

*Walk Bike Clackamas Plan: Section 3 - Public Engagement*

Stakeholder engagement was an essential component of the Walk Bike Clackamas Plan development process. A Walk Bike Advisory Committee (WBAC) comprised of 18 members was convened and provided input throughout the project. WBAC membership comprised a balance of geographic and special interests, races/ethnicities, gender, age and ability to support representation among historically under-represented groups. Engagement with the WBAC and the public occurred at the following four milestones:

- Existing conditions
- Goals and objectives
- Needs and potential project/program recommendations
- Implementation

<sup>13</sup> Clackamas County. (2024). *Walk Bike Clackamas Plan (Draft)*. Retrieved from <https://dochub.clackamas.us/documents/drupal/accf1ce0-f9e6-4158-8d8e-bb2f7f445ce4>

Key takeaways from the stakeholder engagement process constituted the following theme areas:

- **Personal safety and comfort:** particularly at transit stops and when using sidewalks/bicycle facilities
- **Intergovernmental expansion:** particularly between county and cities
- **Shared Streets:** to connect to larger transportation network
- **Safe Routes to School (SRTS) expansion:** through installation of appropriate infrastructure and connections to daily destinations
- **Equity:** Emphasis on how equity will help project identification and prioritization

Proposed new programs identified in the WBC plan are summarized in Table 7.

**Table 7. Proposed New Programs for WBC Plan**

Program	Description
Open streets	Events that close a portion of a road to cars to allow people to walk, bike, skateboard, scoot, and have fun with friends, family, and neighbors
School zone safety	Promote safe driving behaviors for parents and other adults, and safe walking and bicycling access to schools for students
Bicycle-friendly drivers	Build driver awareness of how to safely drive on roads with bike lane and other facilities, and rights and responsibilities of people bicycling and driving
No parking in bike lane	Target illegal car/truck parking in bike lanes to ensure lanes remain open and usable to people bicycling
Micromobility	Offered shared services -- such as short-term bike, electric bike, or electric scooter rentals -- to give people travel options for short trips
Bicycle and pedestrian counts	Gather data about the number of people walking and biking at key locations to learn what's working and what needs to be done
Street painting program	Develop street painting program to allow for neighborhood groups to install street murals to foster lower speeds and solidify shared streets

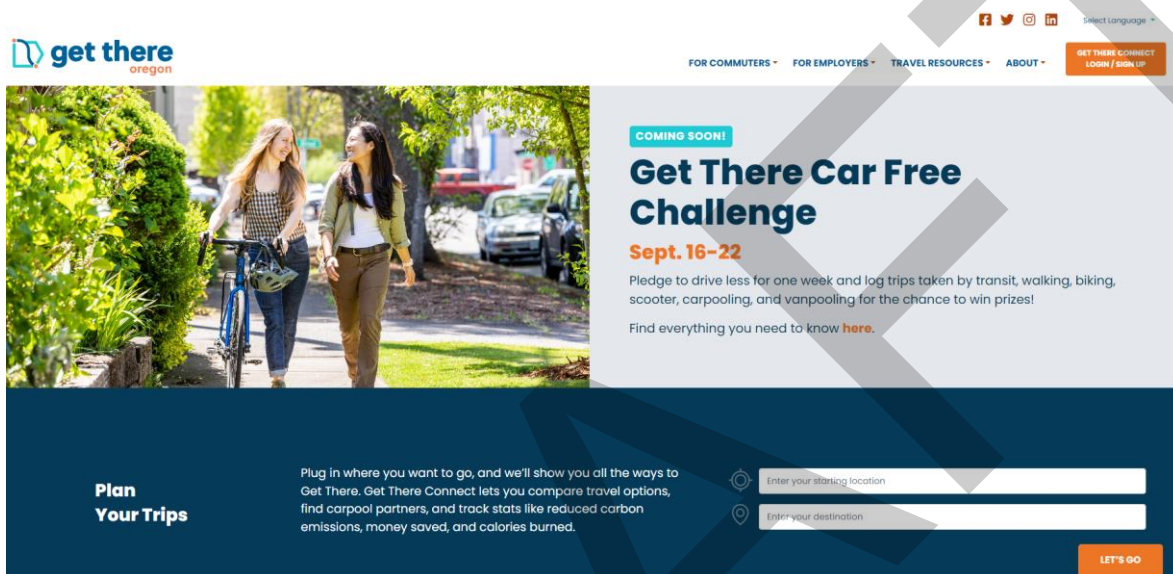
## Other Resources

### Tools

#### Get There Oregon

Get There Oregon is a virtual one-stop-shop launched by Oregon Department of Transportation (ODOT) and local partners that assists commuters and employers with shifting commute behavior (Figure 3). The Get There Oregon website includes a range of resources targeted at commuters and employers. Get There also hosts a trip planning tool called **Get There Connect**, which allows users to compare commute options, find a carpool partner, and participate in transportation challenges for the chance to win rewards.

Figure 3. Get There Oregon Website



For commuters, there are other resources available such as:

- **Emergency Ride Home:** a free ride home from work when unexpected situations arise
- **Car Free Challenge:** A contest to take a pledge and log at least 2 trips for a chance to win a prize.
- **Monthly newsletter, *The Shift*:** a community sources for news, helpful tips, resources, and inspirational stories.

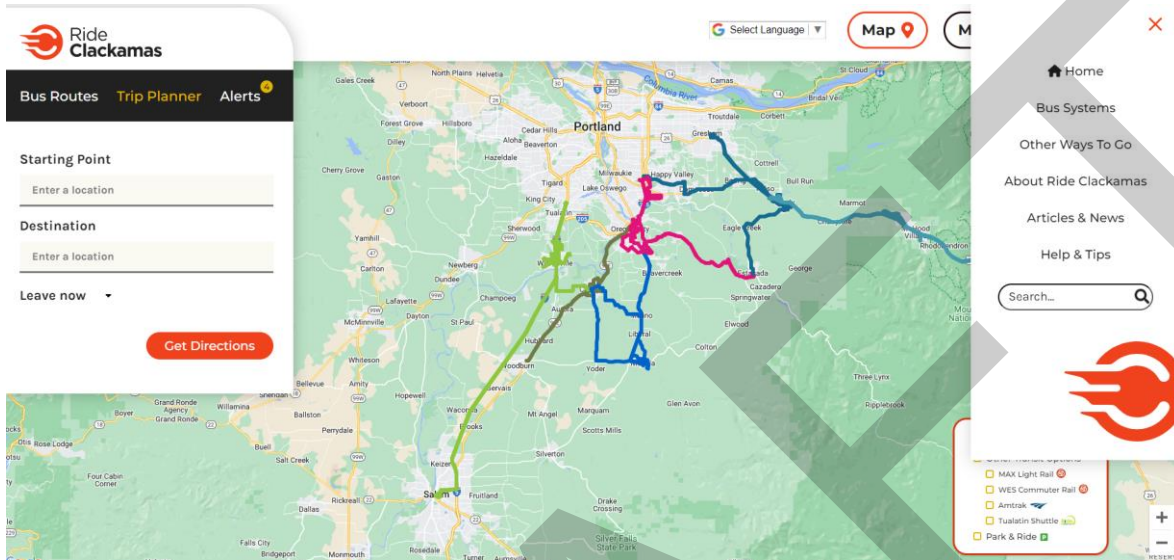
The resources for employers include:

- **Get There Training:** recorded trainings to learn more about Oregon's free commute planning, ridematching, metrics, and rewards tool.
- **Employer Resource Guides:** one-pagers are intended to support employers on offering commute solutions and programming for employees. Topic examples are, not limited to: Hybrid Work Era, Better Commutes Transit Solutions, Bike-Friendly Workplaces, Better Commutes for Thriving Workplace, Employee Wellness and Productivity, and Sustainability Solutions.
- **Commute Options Support Guides:** one-pager intended to support employers promoting a commute solution such as carpooling, vanpooling, biking, and compressed work schedules.
- **Insight Articles:** Articles that can be used to support other collateral development.
- **Toolkits:** Turnkey materials to promote commute solutions. The available toolkits are for Employee Transportation Coordinators, Hybrid and Remote Work, and Vanpool Coordination.

## Ride Clackamas

Ride Clackamas is a group of Clackamas County transit agencies aiming to simplify the riding experience between multiple transportation providers. The Ride Clackamas website features a transit trip planning tool (Figure 4) that allows users to plan their trip across multi-provider service areas. The website also summarizes Park & Ride information and links to Carpool/Vanpool services provided by Get There Oregon.

Figure 4. Ride Clackamas Trip Planner



## Services

### Transportation Reaching People

Transportation Reaching People is a free door-to-door service for Clackamas County residents who are 65 or older or have a disability. The service is provided by volunteer drivers who use their private vehicles and offer eligible users free rides for medical appointments, grocery shopping and other essential trips. The goal of the program is to assist county residents by supporting independent living.

### Vets Driving Vets

Vets Driving Vets is a volunteer-led service that offers free rides to veterans who need to get to medical appointments or other essential needs.

### Ride Together

Ride Together provides funding to ensure that Clackamas County residents have the transportation services they need to access essential services.

The Clackamas County Safe Routes to School (SRTS) program promotes safe and active transportation options for K-12 students through education, infrastructure improvements, and community engagement. Their programs focus on increasing awareness of active transportation, offering safety education for walking and biking, and collaborating with schools to create action plans for safer walking and biking routes.

DRAFT



# TDM Inventory

The following table is a summary list of TDM initiatives and services that are available at the regional, state, county, and local levels.

Initiative/ Service	Lead Implementer	Scale of Program	Description	Audience(s)
<b>Safe Routes to School</b>	Oregon Department of Transportation	Regional	The Oregon Safe Routes to School (SRTS) program includes education, construction, planning and equity work offered through collaboration between many agencies, community members, and practitioners to promote livable, vibrant communities that increase physical activity, social connection, and educational opportunities around walking and rolling for children. Key services offered include: <b>monthly walk &amp; roll events, Bicycle and Pedestrian education, grant funding, monthly webinar training, and Project Identification Program (PIP) assistance.</b>	Schools, children
<b>Drive Less Connect</b>	Oregon Department of Transportation	Statewide	Drive Less Connect was an online platform that allowed users to <b>log commuting trips, track gas savings, and monitor CO2 emission reductions.</b> In 2019, the program transitioned to “Get There”, which offers enhanced features for trip planning and ride-matching, helping commuters find carpooling or plan trips by walking, biking, or using transit.	Commuters
<b>Get There Oregon</b>	Oregon Department of Transportation	Regional	Get There Oregon is a virtual one-stop-shop launched by Oregon Department of Transportation (ODOT) and local partners that assists commuters and employers with shifting commute behavior. Get There Oregon features a trip planning tool called <b>Get There Connect</b> , which allows users to <b>compare commute options, find a carpool partner, and participate in transportation challenges</b> for the chance to win rewards.	Commuters, employers

<b>Get There Portland Metro</b>	Oregon Metro	Portland	Get There Portland Metro staff help <b>employers plan, market and put in place a travel options program</b> . This service is free to any employer within Metro's boundaries.	Employers, commuters, partner agencies
<b>Ride Clackamas</b>	Clackamas County transit agencies	Countywide	Ride Clackamas is a group of Clackamas County transit agencies aiming to simplify the riding experience between multiple transportation providers. The Ride Clackamas website features a <b>multi-provider transit trip planning</b> tool that allows users to plan their trip across multi-provider service areas.	General public
<b>Senior Companion Program</b>	Clackamas County	Countywide	The Senior Companion Program offers <b>free support to homebound seniors and adults with disabilities</b> in Clackamas County. Trained volunteers help individuals in need of assistance with getting to critical appointments and services, assist with household needs, participate and encourage social activities and help clients maintain independence	Seniors
<b>Transportation Reaching People</b>	Clackamas County	Countywide	Transportation Reaching People is for Clackamas County residents who are <b>65+ or have a disability</b> . Free rides are given to medical appointments, grocery shopping and other essential errands. Unassisted, door-to-door service is provided by volunteer drivers using their private vehicle.	Seniors and residents with a disability
<b>Ride Connection</b>	Ride Connection	Countywide	Ride Connection serves Portland metropolitan and Washington County residents who are <b>65+ or have a disability</b> . Free rides are given to medical appointments, grocery shopping and other essential errands. Unassisted, door-to-door service is provided by volunteer drivers using their private vehicle.	Seniors and residents with a disability
<b>Vets Driving Vets</b>	Clackamas County	Countywide	Free rides are available for <b>veterans</b> who need who need to get to doctor appointments or to take care of other basic needs. Transportation is	Veterans

			available from 8 a.m. to 5 p.m., Monday through Friday, except holidays.	
<b>Go Vets Oregon</b>	Oregon Metro	Statewide	Go Vets Oregon's primary mission is to increase veteran access to medical appointments and support services in rural communities across Oregon by <b>promoting and facilitating carpooling for veterans.</b>	Veterans
<b>Ride Together</b>	Clackamas County	Countywide	Ride Together provides <b>funding</b> to make sure Clackamas County's residents get transportation services they need. Individuals who often give rides to others in order to get to doctor appointments, grocery trips or other critical services can qualify for mileage reimbursement when they sign up for volunteer training and schedule rides through the program.	Volunteer drivers
<b>ClackCo Shuttle Service</b>	Clackamas County	Countywide	The ClackCo Shuttle Service provides free shuttles that <b>connect rural and underserved areas to regional transit options</b> across Clackamas County. The shuttles provide critical transit connections and offer flexible last-mile connections, allowing riders to flag down buses between stops or request pickups within ¼ mile of the route.	Commuters
<b>Emergency Ride Home Program</b>	TriMet	Countywide	Employers who offer a transit pass subsidy of at least \$10 per employee per month can qualify for TriMet's cab voucher program. TriMet will provide a limited set of free taxi rides to use if a participating employee has a family emergency or gets sick during the work day.	Employers, commuters
<b>Transit service</b>	Canby Area Transit (CAT), Clackamas County-Mt. Hood Express, Sandy Area Metro (SAM), South Clackamas	Regional	Transit services in Clackamas County are provided by seven operators, with distinct service areas. Services provided include <b>fixed route, shuttles, and dial-a-ride.</b>	General public

	Transportation District (SCTD), South Metro Area Regional Transit (SMART), TriMet			
<b>SMART Options Program</b>	City of Wilsonville	Wilsonville	Wilsonville’s public transportation system, SMART, offers free transit services including bus services, Dial-a-Ride for door-to-door service, and medical transport. The SMART Options Program helps Wilsonville employers set up <b>commuter programs</b> , offering resources like vanpool coordination, emergency rides home, and <b>support for employees to use transit, carpooling, biking, walking, or telecommuting.</b>	Employers, Commuters

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## Other TDM Programs

Below is a table that was compiled as part of the Oregon Metro Regional Commute Program Current State Report and showcases several TDM programs across the Portland region.

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

# Summary & Next Steps

## Document Summary

Based on the content and information within each of the documents, tools and services reviewed, Table 8 summarizes where each may be most helpful for informing the next Tasks in the Travel Options Action Plan.

**Table 8: Relevance of Documents to TO Action Plan Next Steps**

Task 2: Engagement Strategy	Task 3: Vision and Goals	Task 4: TDM Rec's & Plan Dev
1. Metro Regional Employer Program Framework	5. 2018 Regional Travel Options Strategy	14. 2018 Regional Travel Options Strategy
2. 2023 Regional Transportation Plan	6. Metro Regional Travel Options Racial Equity Strategy	15. Metro Regional Employer Program Framework
3. Title VI Implementation Plan	7. Climate Friendly and Equitable Communities (CFEC) Rules	16. Get There Portland Metro Marketing Plan
4. Walk Bike Clackamas Plan (draft)	8. Clackamas County Comprehensive Plan (Ch5: TSP)	17. Clackamas County Automobile Trip Reduction Plan
	9. Oregon's Statewide Planning Goals & Guidelines: Goal 12 Transportation	18. 2023 Regional Transportation Plan
	10. 2023 Regional Transportation Plan	19. Transit Development Plan
	11. Transit Development Plan	20. Walk Bike Clackamas Plan (draft)
	12. Blueprint for a Healthy Clackamas County	21. Get There Oregon
	13. Walk Bike Clackamas Plan (draft)	22. Ride Clackamas
		23. Transportation Reaching People
		24. Vets Driving Vets
		25. Ride Together

## Task 1: Travel Trend Analysis

The next summary being prepared is a travel trend analysis where the focus will be on the mode share in Clackamas County including social and economic characteristics, transportation context, and travel patterns from these various documents. The insights from this review will help to inform the goals for the Travel Options Plan.

## Task 2: Engagement Strategy

Some of the reviewed documents included summaries or approaches to public and stakeholder engagement, the insight or lessons of which can be integrated with the Engagement Strategy as it is developed and finalized.

### Task 3: Vision and Goals

Throughout the plans there is strong support for TDM from awareness to implementation. Several key concepts emerge from the review of the documents that will help to inform the vision and goals discussion. The next steps will be to take these concepts to help inform the development of the vision and goals for the Travel Options Plan.

- History of inter-governmental coordination
  - More efficient uses of resources
  - Clackamas county is a focus for Oregon Metro for outreach and marketing
- Key audience mentioned in the plans were:
  - Target communities of color, older adults, people with disabilities, and low-income households
  - Employers
  - Schools
  - Commuters
  - Partners
- Connectivity
  - Linking the county to major employment areas
  - Need more intercommunity connections
  - This concept that can be more explored in the travel trend analysis
- Safety
  - Support the experience for walking, biking, and transit
  - Implement a regional Safe Routes to School Program
  - Address safety concerns by offering choices of mode, route and time
- Sustainability
  - Reduce greenhouse gas emissions
  - Optimize the environment
- Equity
  - Focus on safe transportation alternatives regardless of age, race, income, gender and ability