

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Policy Session Worksheet

Presentation Date: March 10, 2026 **Approx. Start Time:** 2:00 pm **Approx. Length:** 30 minutes

Presentation Title: Travel Options Action Plan

Department: Transportation and Development (DTD)

Presenters: Dan Johnson, Director Transportation and Development and Karen Buehrig, Long Range Planning Manager

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

Board approval of the Travel Options Action Plan to discourage single-occupancy vehicle use.

EXECUTIVE SUMMARY:

In March 2023, the Board authorized DTD to apply for a Metro Regional Travel Options grant to develop a Clackamas County Travel Option Action Plan (TO Action Plan). The funding was awarded in August 2023 and then a consultant hired in April 2024 to assist the County in the development of the plan.

The TO Action Plan addresses Oregon Administrative Rule (OAR) 660-012-0145 that requires Transportation Systems Plans to include Transportation Demand Management (TDM) elements. Specifically, the rule requires planning future TDM needs, programs and policies that discourage the use of single-occupancy vehicles (SOV). TDM, also referred to as Transportation (or Travel) Options, is the application of programs and activities to make it easier for people to travel without an SOV. TDM focuses on strategies and techniques to increase the use of various travel modes which then reduces vehicle usage on roadways. TDM includes, but is not limited to, van pools, commuter shuttles, bike parking, commute by bicycle classes, incentive programs and employer programs such as reduced transit passes. In short, TDM is designed to increase awareness of alternative transportation modes such as transit, walking and biking.

The current County TSP includes seven TDM policies (Policies 5.E.1 – 5.E.7), however, the County does not have a specific plan to guide future TDM-related investments. The Clackamas County Travel Options Action Plan (TO Action Plan) is the result of a two-year planning process to create the county's first TDM plan.

DEVELOPMENT OF TRAVEL OPTIONS ACTION PLAN:

The *TO Action Plan* project was led by a Project Team consisting of staff from the Department of Transportation and Development (DTD) and a consultant team from Steer Group and EnviroIssues. Plan development involved the following steps:

- TDM Inventory and Existing Conditions
- Community Engagement
 - Stakeholder Interviews
 - Survey
 - Focus Group
 - Steering Committee
- Strategy Selection

VISION GOALS AND STRATEGIES:

The plan provides a framework for improving mobility options and reducing SOW trips throughout urban Clackamas County. The TO Plan core elements include:

- **Vision:** Even with distances and limited transit, every person in Clackamas County-from children walking to school, adults commuting to work, or seniors running errands- has the information, confidence and experience they need to choose alternative travel options to get where they need to go safely, affordably and reliably.
- **Goals:** The goals translate that vision into specific outcomes the County seeks to achieve.
 - **Education and encouragement:** Community members, including those who have been underserved in the past, can easily learn about, find, and use travel options for their daily trips using tools and resources that provide them with information about their choices.
 - **Safety and accessibility:** Residents of all ages, abilities and identities have knowledge and understanding they need to make safe and accessible choices in how they get around, including active (walking and biking) and shared (transit, carpool and vanpool) travel options
 - **Efficiency and sustainability:** Increased active and shared travel options, developed through strategic partnerships with local communities, businesses, regional agencies and other stakeholders, contribute to a more efficient and sustainable transportation system while advancing opportunity and promoting community well-being by reducing drive-alone trips.
- **Strategy Toolkit and Implementation Briefs:** A prioritized list of 11 strategies and an Implementation brief for each strategy is included.

PILOT PROJECT:

The RTO Grant from Metro included funding to conduct a pilot project following development of the *TO Action Plan*. During the public outreach phase, a recurring theme was a lack of awareness about the Clackamas County shuttles. Staff also heard from the community that there was an interest in learning more about the shuttles and learning how to ride them. Therefore, the project team ultimately elected to move forward with a pilot program aimed at marketing the shuttles, increasing awareness of the service, and improving information available about the shuttles. At the heart of the pilot, was installation of real time transit arrival screens at the Clackamas County College (CCC). To date, four screens that show route number, name and next arrival time have been installed: one at the Oregon City CCC campus; one at the Clackamas Free Clinic on the CCC Oregon City Campus and two at the CCC Harmony Campus.

NEXT STEPS:

While the Travel Option Action Plan will not need to be adopted directly into the Comprehensive Plan, the current TSP policies that address Transportation Demand Management (TDM) will be reviewed and revised to incorporate guidance from the TO Plan during the Transportation System Plan update project. The TSP formal adoption process is expected to occur in Winter- Spring of 2027.

Staff is requesting that the Board accept the Clackamas County Travel Options Action Plan at an upcoming Business Meeting. In addition, during the spring of 2026, staff will be requesting to apply for an additional Metro Regional Travel Options grant to fund the implementation of some of the strategies identified in the TO Plan.

FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget? YES NO

What is the cost? \$ 225,000
Grant from Metro

What is the funding source? Regional Travel Options

STRATEGIC PLAN ALIGNMENT:

- How does this item align with your Department’s Strategic Business Plan goals?

The project aligns with the Long-Range Planning Program’s purpose of providing land use and transportation plan development, analysis, coordination, and public engagement services to residents; businesses; local, regional and state partners; and County decision-makers so they can plan and invest based on a coordinated set of goals and policies that guide future development.

- How does this item align with the County’s Performance Clackamas goals?

The *TO Action Plan* aligns with the Performance Clackamas strategic result “Strong Infrastructure” and the goal that by 2027, the County will provide a plan for what efficient, accessible and affordable transit looks like in Clackamas County.

LEGAL/POLICY REQUIREMENTS:

Oregon Administrative Rule (OAR) 660-012, also referred to as the Transportation Planning Rule (TPR), outlines transportation planning requirements and elements that must be included in transportation system plans (TSP). OAR 660-012 requires cities and counties to include a travel options component in TSPs.

OPTIONS:

Option 1: Direct staff to submit the Travel Options Plan as presented for approval at a future Business Meeting.

Option 2: Do not formally accept the Travel Options Plan, but instead have staff update Travel Demand Management policies during the Transportation System Plan update project to reflect the Travel Options Action Plan guidance.

Option 3: Take no action on the Travel Options Plan at this time.

RECOMMENDATION:

Option 1: Direct staff to submit the Travel Options Plan as presented for approval at a future Business Meeting.

ATTACHMENTS:

Attachment A: Travel Options Action Plan – January 2026

Attachment B: PowerPoint Presentation

SUBMITTED BY:

Division Director/Head Approval _____

Department Director/Head Approval _____

County Administrator Approval _____

For information on this issue or copies of attachments, please contact Scott Hoelscher @ 503-577-5057

Clackamas County Travel Options Action Plan

January 2026







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01 Introduction



A Plan for Clackamas County

Clackamas County is home to approximately 423,000 residents¹, with the majority living in northwestern urban areas including Lake Oswego, Milwaukie, Oregon City, and West Linn². While the county has experienced recent population stability, long-term projections anticipate continued household and employment growth that will increase demand for transportation options.³ This growth, combined with an aging population and increasingly diverse communities, underscores the need for transportation choices beyond single-occupancy vehicles (SOVs).

Transportation Demand Management (TDM) encompasses strategies and programs that reduce reliance on SOVs by making shared and active modes (such as transit, biking, and walking) more accessible and convenient. At its core, TDM is about expanding travel options by providing residents with a broader menu of ways to travel, so they can choose modes that best fit their needs, lifestyles, and destinations. By actively promoting and facilitating these choices, travel options programming empowers individuals and communities to rethink their daily journeys beyond SOV trips.⁴ For this plan, TDM may also be referred to as “travel options.” This not only aligns with regional standards but is also a more accessible and understandable term.

The Portland metropolitan region, through Metro, has established ambitious goals for expanding transportation choices and reducing vehicle miles traveled (VMT).

Metro’s 2018 Regional Travel Options Strategy and 2023 Regional Transportation Plan provide funding and policy frameworks that support local TDM efforts across the region. These regional initiatives, combined with Oregon’s updated Transportation Planning Rule requiring comprehensive Transportation Options planning, create both resources and mandates for Clackamas County to develop innovative TDM strategies tailored to local needs.

Current travel patterns reveal both challenges and opportunities for reducing vehicle trips. Telework is now the second most prevalent way of avoiding a solo drive, followed by carpooling, demonstrating residents’ willingness to embrace alternatives when practical.⁵ Notably, approximately half of all employed residents and workers in Clackamas County have commutes of 10 miles or less—distances well-suited for walking, biking, or transit where infrastructure and services exist.⁶

Clackamas County’s existing travel options landscape includes a limited number of services and programs designed to promote alternative transportation choices. These include programs like Get There Oregon, a statewide ridematching platform that connects residents with carpool partners for regular commutes; Transportation Reaching People, which provides specialized transportation services for older adults and people with disabilities; and Ride Clackamas, a transit trip planning tool that allows users to plan their trip across multi-provider service areas.

1 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/>

2 Portland Community College. Exploring Demographics and US Census Data in Clackamas County. Retrieved from <https://portlandcc.maps.arcgis.com/apps/webappviewer/index.html?id=31519924c6ce4c7790b690d85ddac89eapplication>

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

4 The terms “travel options” and TDM are used interchangeably throughout this report.

5 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/>

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

Expanding Travel Options for Clackamas County Residents

Residents across Clackamas County stand to benefit from travel options through increased mobility and greater personal choice, especially for households with limited or inconsistent access to a private vehicle. More travel options empower individuals to select transportation modes that best fit their needs, whether for work, school, or daily errands. This approach helps ensure that community members have reliable, affordable, and flexible ways to get where they need to go.

The expansion of travel options programming is a timely solution as the county navigates post-pandemic travel patterns and prepares for future growth. While remote work has become more normalized, now is an opportune moment to establish programs that reinforce alternative commute choices before commuters fully return to pre-pandemic habits. This transitional period provides a unique window to shape long-term transportation patterns through targeted interventions. Compared to costly infrastructure projects that can take decades to plan and build, travel options programming can deliver near-term mobility improvements at a fraction of the cost. These

strategies maximize existing transportation assets, such as underutilized transit capacity and bikeways, while generating immediate benefits for air quality, congestion relief, and community health.

The flexibility of such approaches makes them particularly valuable for serving Clackamas County's mix of urban and rural communities. This adaptability allows the county to craft place-based solutions that address specific local needs while contributing to countywide transportation and climate goals.



Photo by Clackamas County Transportation and Development Department.

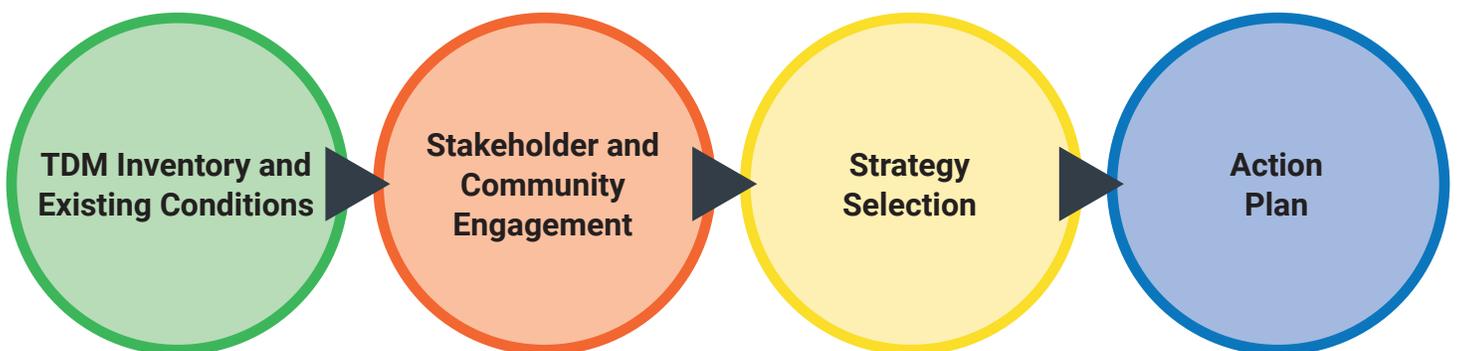
Plan Development Approach

Figure 1 below shows the four steps to develop this Travel Options Action Plan (TOAP).

Plan development encompassed the following activities:

- **TDM Inventory and Existing Conditions:** We conducted an inventory of current TDM activities and programs within Clackamas County, assessed local and regional travel trends across various modes, and examined best practices from peer counties. Building on this review, we identified opportunities and challenges for TDM initiatives tailored to the county's needs.
- **Stakeholder and Community Engagement:** To determine the most promising travel options for the county, we engaged with stakeholders and community members from Clackamas County and the greater Portland metro region. We launched a public survey, conducted stakeholder interviews, held focus groups with interested members of the public, and organized a Steering Committee with representatives from:
 - Metro
 - South Metro Area Regional Transit
 - TriMet
 - Clackamas County Public & Government Affairs
 - City of Lake Oswego
 - Clackamas Community College
 - Oregon Department of Transportation (ODOT)
 - Get There Oregon
 - The Street Trust
 - Clackamas County Public Health
- **Strategy Selection:** After confirming a vision and locally responsive goals with the steering committee, we identified a variety of TDM strategies and strategy packages, such as TDM marketing and travel support planning. Strategy selection was informed by best practice research and our engagement with partners and community members. We applied an evaluation approach where each strategy received a weighted score based on how well they addressed the plan's goals and feasibility aspects, such as cost and any needed partnerships. The highest scoring strategies were included in the Action Plan for future implementation.
- **Action Plan:** We developed the selected strategy types into approaches for improving travel options in the county. The Action Plan provides overviews of how new pilot programs can be implemented in the county to achieve the plan's goals and highlights a top strategy to be delivered as a pilot.
- **Travel Options Pilot:** We piloted the Community Shuttles Marketing (M.4) strategy in collaboration with Clackamas Community College to promote the free CCC Xpress shuttle. The pilot evaluated various marketing channels, including incentives distributed by raffle and display screens featuring real-time arrival information.

Figure 1: Overview of Travel Options Action Plan Development



Plan Overview

This Plan provides a strategic framework for improving mobility options and reducing SOV trips throughout urban Clackamas County.

The document is organized into the following chapters:



Chapter 2: Background

Key findings from our existing conditions review and our stakeholder engagement approach that informed the Action Plan.



Chapter 3: Vision and Goals

Development process and statement of the Vision and Goals for the Action Plan.



Chapter 4: Strategy Toolkit & Implementation Briefs

Tailored strategies for increasing awareness of and usefulness of non drive-alone travel methods and guidance for implementation.



Chapter 5: Conclusion

Our guiding statement for using this plan to expand travel options in Clackamas County.

02 Background



TDM Inventory and Existing Conditions

The TDM Inventory and Existing Conditions review examined Clackamas County's current transportation landscape, demographic trends, and policy framework to establish a baseline for developing travel options programming recommendations. The analysis revealed a county experiencing demographic shifts and evolving travel patterns, with significant opportunities to expand transportation choices despite infrastructure gaps. This comprehensive assessment synthesized plans and policies from local and regional sources including Metro's Regional Travel Options Strategy and the 2023 Regional Transportation Plan.

Social and Economic Characteristics: Clackamas County has evolved into a diverse and affluent community within the Portland metropolitan area, housing approximately 423,000 residents across 1,879 square miles with a population density of 226 people per square mile. The county has experienced notable demographic shifts over the past decade, with the Hispanic population growing from 7.7% in 2010 to 10% in 2022, while residents identifying as two or more races increased from 2.8% to approximately 5%. With 94% of residents holding high school diplomas or higher education and 40% possessing bachelor's degrees, the county maintains an educated population that earns a median household income of \$97,419—1.3 times the state median—with only 8% living below the poverty line compared to the statewide rate of 12%.⁷

Transportation Context: The county's transportation infrastructure reveals significant disparities, with the motor vehicle network achieving 98% completion while alternative transportation options lag considerably behind. The planned bicycle network stands at only 55% completion and the pedestrian network at 57% completion, creating substantial gaps that limit transportation choices for residents. Under rush hour conditions, average travelers can reach approximately 43% of regional jobs after 30 minutes of driving compared to just 7% after 45 minutes taking transit, highlighting the challenges facing efforts to promote alternative transportation modes.⁸



Photo by Erika Browne from Pexels.

⁷ 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/>

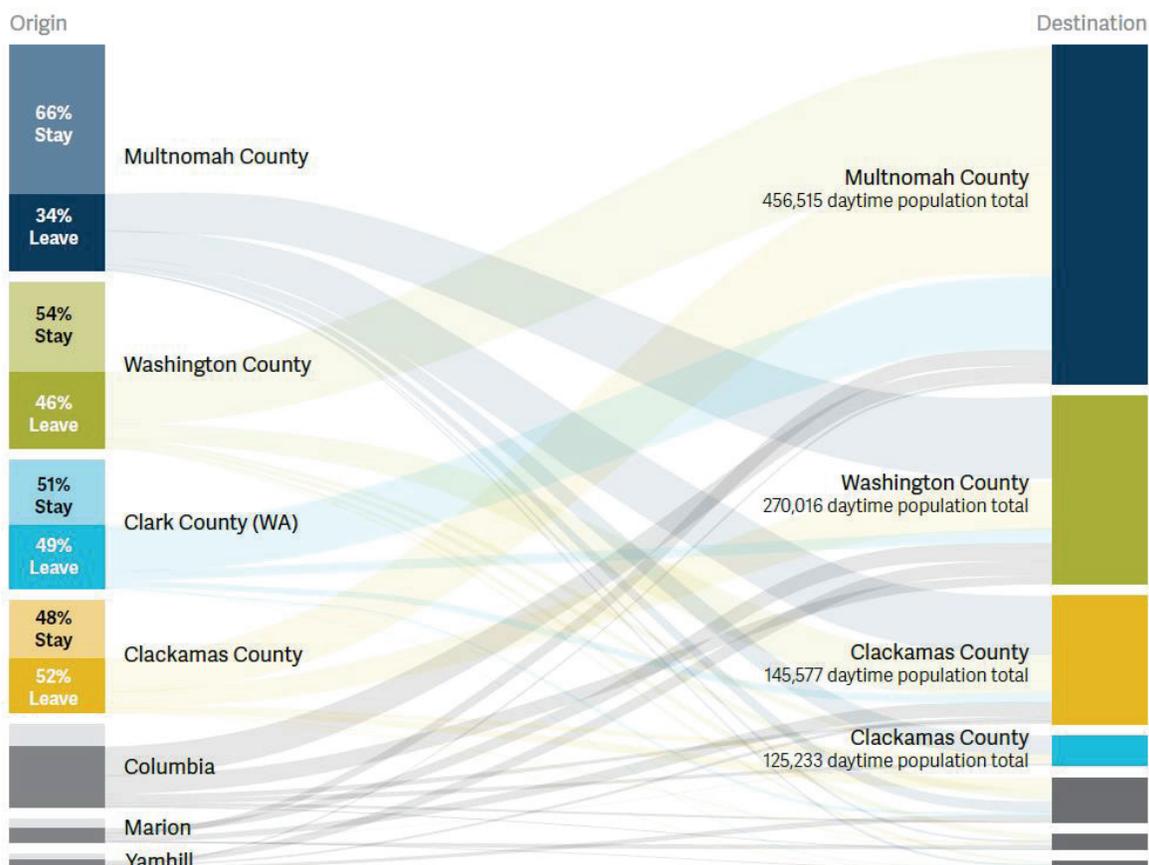
⁸ Metro. (2023). 2023 Regional Transportation Plan, Chapter 4: Our growing and changing region. Retrieved from <https://www.oregonmetro.gov/sites/default/files/2024/08/16/2023-Regional-Transportation-Plan-Chapter-4-Growing-and-changing-region.pdf>

Travel Patterns: Commuting patterns in Clackamas County reflect the dominance of SOV use, with 66% of residents driving alone to work and a mean travel time of 26.5 minutes. Telework is now the second most prevalent way of avoiding a solo drive (22%), followed by carpooling at 7%, while transit and active transportation combined account for roughly 5% of commutes.⁹ As shown in Figure 2, 48% of workers remain within the county while 52% commute elsewhere (primarily to Multnomah County)¹⁰, and approximately half of all employed county residents and employees have commutes of 10 miles or less,¹¹ presenting a significant opportunity for modal shift to alternative transportation options.

TDM Inventory: The inventory identified a range of travel options programming at regional, state, county, and local levels. These initiatives span multiple categories including employer-based services (Get There Portland Metro, regional employer programs), community-based services (Safe Routes to School), specialized transportation services (Transportation Reaching People, Vets Driving Vets, senior companion programs), and traveler information systems (Get There Oregon, Ride Clackamas), collectively providing a foundation of existing resources that can be leveraged and expanded to support the county’s transportation goals.

[Appendix A](#) contains the full Travel Trends Analysis and Existing Conditions and Travel Options Inventory reports.

Figure 2. Where workers live and commute in the Greater Portland region



Source: [Metro 2023 Regional Transportation Plan](#)

9 Ibid.

10 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>

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

Stakeholder Engagement

Clackamas County engaged a variety of local and regional stakeholders to ensure that the plan reflected community perspectives through four primary forms of outreach:

Steering Committee: The Travel Options Action Plan Steering Committee was convened and met three times during plan development. The committee was comprised of representatives from Metro, SMART, TriMet, ODOT, and various county departments. The committee provided guidance on engagement strategies, plan vision and goals, recommendations, and pilot project prioritization. Members also helped promote the plan through their networks and provide feedback at key project milestones.

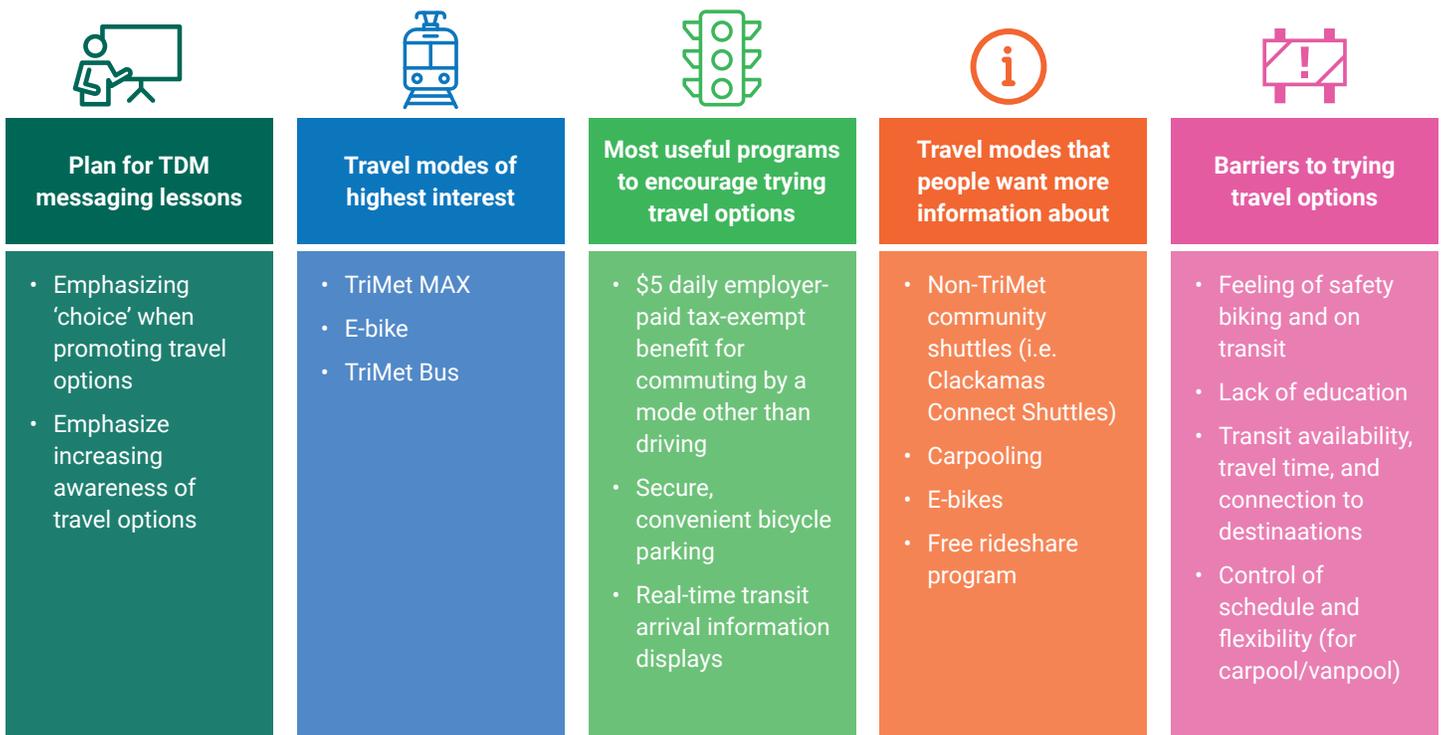
Stakeholder Presentations and Interviews: The plan development team presented at Clackamas County’s existing advisory group meetings to inform stakeholders and gather feedback. Target groups included the Pedestrian and Bikeway Advisory Committee, Transportation Advisory Committee, Community Action Board, and Aging Services Advisory Council. These presentations helped inform initial plan recommendations and pilot project priorities.

Survey: A bilingual (English and Spanish) online survey was deployed in March 2025 to gather feedback on travel preferences, opportunities, and barriers. The survey was promoted through social media, newsletters, email listservs, and partner networks. Target audiences included the general public, employers, schools, neighborhood associations, and community organizations. [Appendix B](#) contains a summary of key findings from the engagement survey.

Virtual Focus Group: A 2-hour virtual focus group session was conducted in March 2025 to refine initial plan recommendations. The project team prioritized recruiting community organizations, individuals not currently using travel options, social service providers, faith institutions, schools, and major employers.¹² The session allowed participants to dive deeper into proposed recommendations for the Action Plan and help prioritize ideas for potential pilot projects.

From this engagement process, the feedback was summarized into the following figure.

Figure 3. Stakeholder Engagement Feedback Summary



12 The focus group invited survey participants who: a) responded to the survey; b) showed interested in participating in a focus group; c) primarily drive alone; d) expressed some interest/openness for travel options.



Development Process

Establishing a clear vision and supporting goals was a critical project step. The vision provides a unifying statement of purpose and direction, while the goals translate that vision into specific outcomes the County seeks to achieve. Together, they serve as the foundation for evaluating strategies, measuring progress, and ensuring alignment with community priorities.

The development of the vision and goals was informed by both technical review and collaborative input. The County began by reviewing existing and related planning documents to ensure consistency with broader County objectives and to build on prior efforts. The second meeting of the Steering Committee, focused on co-developing draft vision statements and identify potential goals. The input gathered during this session provided valuable perspectives that reflected community needs and priorities. Following this collaborative process, the County refined the draft vision and goals to incorporate feedback and improve clarity.

The final Vision Statement presented here represent both the strategic direction of this plan and the shared aspirations of Clackamas County stakeholders.

Goals

-  **Education and Encouragement**
 Community members, including those who have been underserved in the past, can easily learn about, find and use travel options for their daily trips using tools and resources that provide them with information about their choices.
-  **Safety and Accessibility**
 Residents of all ages, abilities, and identities have the knowledge and understanding they need to make safe and accessible choices in how they get around, including active (walking and biking) and shared (transit, carpool and vanpool) travel options.
-  **Efficiency and Sustainability**
 Increased active and shared travel options, developed through strategic partnerships with local communities, businesses, regional agencies, and other stakeholders, contribute to a more efficient and sustainable transportation system while advancing opportunity and promoting community well-being by reducing drive-alone vehicle trips.

Vision Statement

Even with distances between destinations and limited transit, every person in Clackamas County – from children walking to school, adults commuting to work, or seniors running errands – has the information, confidence, and experience they need to choose alternative travel options to get where they need to go safely, affordably, and reliably.



Travel Options Strategies for Clackamas County

Strategy Prioritization Process

To prioritize strategies for the Travel Options Action Plan, a comprehensive “long list” of approximately 45 potential strategies was developed. This list was informed by a detailed review of existing programs and plans in Clackamas County, community input, and stakeholder feedback. To streamline the list and eliminate redundancies, similar strategies were grouped to boost their potential impact and create synergy, resulting in more well-rounded strategies for consideration.

The refined strategies were then assessed using an evaluation framework that was based on the project vision and goals, which were established in coordination with the Steering Committee. This framework was organized around two key categories: strategic fit and deliverability. The strategies were scored based on how well they aligned with education and encouragement, safety and accessibility, and efficiency and sustainability goals, and based on their feasibility (e.g., their expected implementation timeframe, cost, and public acceptance). This process led to a prioritized set of 11 short-listed strategies presented in Table 2.

The 11 strategies were grouped into five categories:

- TC = Travel Options Coordinator
- M = Travel Options Marketing
- T = Transit Incentive Program
- B = Bicycle Supportive Programs
- CV = Carpool / Vanpool Incentive Program

Table 2. Travel Options Strategies

Number	Strategy
TC.1	Travel Options Coordinator
M.1	Travel Options Website
M.2	Branded Travel Options Resources
M.3	Community Shuttles Marketing
T.1	Transit Pass Subsidy
T.2	Personalized Trip Planning
T.3	Emergency Ride Home (ERH) Program
B.1	Bicycle Parking Program
B.2	Bicycling Skills Education (includes e-bicycle)
CV.1	Carpool / Vanpool Incentive Program
CV.2	ERH Program



Photo by Clackamas County Transportation and Development Department.

Implementation Briefs

This section of the Plan presents the Travel Options Strategy Implementation Briefs. Each Implementation Brief consists of two primary components. The first component is the strategy overview, as shown in the example below.

The second component focuses on the strategy’s application in Clackamas County and provides specific delivery recommendations for the County and other potential implementation leads.

EXAMPLE

Name of strategy

Description: what the strategy entails

IMPLEMENTATION LEAD

The agency responsible for leading the strategy implementation.

IMPLEMENTATION TIMEFRAME

Whether the strategy can be initiated in the short-term (0-2 years), medium-term (3-4 years), or long-term (5+ years).

TARGET AUDIENCE

The key group(s) that the strategy is designed to influence, engage, or serve.

VMT REDUCTION

The strategy’s potential to reduce VMT, based on a low (●●●), medium (●●●●) and high (●●●●●) scale.

ESTIMATED COST

High-level, relative cost estimates based on a low (\$), medium (\$\$), and high (\$\$\$) scale.

Benefits

Potential advantages and positive outcomes of implementing the strategy

Challenges

Potential concerns or obstacles that may arise

Recommended Partners

Agencies or organizations that can support the efforts or collaborate with the County on implementation

Strategies for Collaboration

Key actions for the County and partner agencies/ organizations to coordinate on

Key performance indicators

Example output metrics associated with each of the prioritized strategies, which can be used to evaluate program implementation, participation, and outreach activities.

Travel Options Coordinator

A dedicated individual responsible for implementing and managing travel options strategies that support sustainable, efficient, and cost-effective commuting options. Their role includes promoting alternatives to solo driving (such as transit, biking, walking, carpooling, and telecommuting), coordinating countywide programs, and providing travel options information to stakeholders.



IMPLEMENTATION LEAD

Clackamas County, Transportation Management Association (TMA), transit provider, or department within a local city in the county

IMPLEMENTATION TIMEFRAME

Short-term (0-2 years)

TARGET AUDIENCE

- Employers
- Commuters

VMT REDUCTION

N/A

ESTIMATED COST

\$\$-\$\$\$



TC.1 Travel Options Coordinator

Benefits

- Streamlines implementation of travel options strategies across departments, programs, and municipalities
- Serves as a single point of contact for municipalities, transit agencies, employers, and community organizations
- Supports grant writing and program evaluation, increasing capacity for funding

Challenges

- Potential challenges with recruiting the right talent
- Requires a dedicated budget or ongoing grant support, which may be difficult to secure long term
- Success depends on strong coordination and support across internal County departments

Recommended Partners

Clackamas County Departments

Strategies for Collaboration

- Coordinate across County departments to identify new and impactful travel options programming for County employees
- Coordinate with County leadership to implement new travel options programming for County employees

Metro

- Coordinate travel options planning, funding, and reporting with Metro
- Coordinate on opportunities for regional, state, or federal grants
- Participate in regional working groups or advisory committees

Recommended Partners	Strategies for Collaboration
TriMet, South Metro Area Regional Transit (SMART), Canby Area Transit, South Clackamas Transportation District (SCTD), Mt. Hood Express (MHX), Sandy Area Metro (SAM), Clackamas Connects Shuttle	<ul style="list-style-type: none"> • Coordinate on transit pass subsidies, route planning, and promotions • Collaborate on joint outreach campaigns (e.g., “Try Transit”, shuttle marketing) • Facilitate cross-agency data sharing and performance tracking
The Street Trust, Hispanic Interagency Networking Team (HINT)	<ul style="list-style-type: none"> • Identify opportunities to partner with The Street Trust on campaigns such as the annual commuter challenge • Establish referral relationships for trip planning and outreach support • Co-create inclusive outreach campaigns tailored to specific populations • Source community feedback to refine and adapt travel options program delivery • Partner on engagement events in underrepresented communities • Source testimonials, stories, or photos for marketing and reporting
North Clackamas Chamber of Commerce	<ul style="list-style-type: none"> • Coordinate with Metro to provide employer programming for employers implementing or interested in commute programs • Provide technical assistance on transportation benefits, travel options policies, and employee outreach • Host workshops, presentations, or travel options “office hours” for employers
Key Performance Indicators	
Partner Engagements	<ul style="list-style-type: none"> • Number of external partners actively supporting or delivering travel options programming
Technical Assistance Delivered	<ul style="list-style-type: none"> • Number of employers, Community Based Organizations (CBOs), or cities receiving direct support or guidance
Funding Secured	<ul style="list-style-type: none"> • Amount of external funding secured to support travel options implementation
Annual Reporting	<ul style="list-style-type: none"> • Preparation and dissemination of annual travel options program performance report

How Does This Strategy Relate To Clackamas County?

Establishing a **Travel Options Coordinator** position is a critical next step for Clackamas County as it works to expand the visibility and impact of its Travel Options programs. The County has launched services such as the Clackamas Connects Shuttle and regional transit connections, but these have not been consistently marketed to the public. As a result, many community members remain unaware of what options are available to them or how to incorporate shared and active travel options into their daily routines. Recent public engagement feedback confirmed this gap, with residents noting surprise at the lack of signage or promotional materials, even in neighborhoods directly served by shuttle routes, and calling for clearer, more engaging communications through local channels like newsletters, postcards, and utility inserts.

A Travel Options Coordinator would provide the dedicated leadership needed to close this awareness gap and deliver the priority strategies identified in this Plan. The role of Travel Options Coordinator could be situated in a Transportation Management Association (TMA), with a transit provider, or within a local city or county department. Wherever the role is based, the Coordinator would serve as a liaison between the County and key partners, ensuring that travel options strategies are coordinated, expand access and opportunity, and integrated with broader County goals related to climate, health, and mobility.

Since there is not currently a TMA in Clackamas County, identifying a staff position that can focus all or a portion of their time as the Travel Options Coordinator would be an appropriate option until a TMA is formed.

Transportation Management Associations

Transportation Management Associations, or TMAs (sometimes known as Transportation Management Organizations, or TMOs) are nonprofit, member-controlled organizations that provide transportation services in a particular area, such as a commercial district, mall, medical center or industrial park. They are generally public-private partnerships, consisting primarily of area businesses with local government support. TMAs provide an institutional framework for TDM programs and services.

Source: Metro. (2024). *Toolbox of Transportation Demand Management and Transportation System Management and Operations strategies for local planners*. Retrieved from <https://www.oregonmetro.gov/sites/default/files/2025-11/local-planners-toolbox-transportation-demand-management-and-transportation-system-management-operations-strategies.pdf>

Implementation Recommendations

- **TC.1.1:** Develop a clear role description and work plan by defining the Coordinator's scope of work, reporting structure, and top priorities for the first 6-12 months (focusing on travel options marketing, relationship development, and stakeholder engagement).
- **TC.1.2:** Pursue outside funding sources (e.g., regional, state, or federal grants) to help establish the Travel Options Coordinator position and demonstrate program benefits, with the intent of transitioning to sustained County funding over time.
- **TC.1.3:** Build internal support and cross-department buy-in by introducing the Coordinator, clarifying roles, and identifying opportunities to integrate travel options messaging into ongoing programs such as climate and health.
- **TC.1.4:** Prioritize launch of a travel options website, branded travel options resources, and community shuttle marketing campaign.
- **TC.1.5:** Prepare a monitoring and reporting plan to share annual updates on travel options program implementation progress, building on the key performance indicators included in this Plan.



Photo by Clackamas County Transportation and Development Department.

Travel Options Marketing

Travel Options marketing involves promoting shared and active options, such as carpooling/vanpooling, public transit, biking, and walking, to encourage behavior change and reduce reliance on single-occupancy vehicles (SOVs). It uses targeted messaging, incentives, and outreach campaigns to engage commuters and raise awareness about the benefits of shared and active modes, and new travel behavior.



IMPLEMENTATION LEAD

Clackamas County

IMPLEMENTATION TIMEFRAME

Short-term (0-2 years)

TARGET AUDIENCE

- Employers
- Commuters
- General Public

VMT REDUCTION



ESTIMATED COST

\$-\$\$



M.1 Travel Options Website

Design and launch a dedicated website that serves as a central hub for multi-modal travel-related information, tailored primarily to commuters but accessible to all travelers. The site is expected to feature an interactive online bicycle map, transit resources, carpool and vanpool information, and other tools to help users explore and choose non-drive-alone travel options.

Benefits

- Can be used to increase awareness and help direct users to shared and active travel options
- Provides ease and convenience to learn about the various travel options in one place

Challenges

- Only effective if users actively visit the site, requiring complementary outreach strategies to drive traffic and engagement
- Requires ongoing coordination and updates to reflect changes in transportation options and routes
- Requires consolidating resources from across the County website and not duplicating resources such as Wilsonville's SMART website.

M.2 Branded Travel Options Resources

Create branded travel options resources that are relevant to the general public and develop new ones as programs are expanded to ensure content is audience-tailored, accessible (created in various media), and easy to share. Where possible, integrate testimonials of community members to increase engagement.

Benefits

- Increases visibility of Travel Options services and programming
- Can be produced at a variety of price points
- Creates recognizability of travel options

Challenges

- Can be difficult to ensure that resources effectively reach and resonate with specific groups

M.3 Community Shuttles Marketing

Design and launch a targeted marketing campaign aimed at increasing awareness and use of Clackamas Connects Shuttle routes.

Benefits

- May increase awareness and ridership
- May improve perceived connectivity within the county

Challenges

- Engaging target audiences may be difficult where people are not accustomed to using shuttles
- May be difficult to identify effective marketing methods

Recommended Partners

'Get There' Oregon – Oregon Department of Transportation

Metro

TriMet, South Metro Area Regional Transit (SMART), Canby Area Transit, South Clackamas Transportation District (SCTD), Mt. Hood Express (MHX), Sandy Area Metro (SAM), Clackamas Connects Shuttle

Strategies for Collaboration

- Co-create Clackamas County-specific Branded Travel Options Resources
- Coordinate in employer outreach
- Assist in identifying suitable funding opportunities to support Clackamas County Travel Options Action Plan implementation
- Share route and schedule data for use on website and in outreach materials
- Cross-promote multi-modal travel options information on agency websites
- Collaborate on Clackamas Connects shuttle marketing and messaging
- Promote travel options via agency-owned platforms (e.g., rider alerts, newsletters)



Photo by Clackamas County Transportation and Development Department.

Recommended Partners	Strategies for Collaboration
The Street Trust, Hispanic Interagency Networking Team (HINT)	<ul style="list-style-type: none"> • Serve as trusted messengers for travel options and trip planning outreach • Translate and co-create multilingual travel options resources • Identify community transportation needs • Help co-host or staff community tabling events • Collect and share community stories to feature on website or marketing materials
North Clackamas Chamber of Commerce	<ul style="list-style-type: none"> • Promote co-branded travel options resources and ERH program (once established) to small and mid-size employers
Clackamas County Municipalities, School Districts & Colleges	<ul style="list-style-type: none"> • Help distribute branded travel options resources via organization-specific communications channels (e.g., newsletters, kiosks, websites) • Co-host outreach events to promote multi-modal travel resources and ERH program (once established) • Identify and share local stories of alternative mode users for branded storytelling
Major Employers (e.g., Providence, Clackamas County offices, etc.)	<ul style="list-style-type: none"> • Promote branded travel options resources and ERH program (once established) to employees • Share testimonials from commuting employees for storytelling
Key Performance Indicators	
Website Visits and Engagement	<ul style="list-style-type: none"> • Number of unique visits, page views, and time on page
Resource Distribution	<ul style="list-style-type: none"> • Number of print and digital resources distributed/downloaded (e.g., flyers, bicycle maps)
Program Awareness	<ul style="list-style-type: none"> • Percentage of surveyed residents/ employees who are aware of key programs
Emergency Ride Home Usage	<ul style="list-style-type: none"> • Number of ERH registered participants, and trips taken (quarterly)
Community Shuttles Marketing Campaign Reach	<ul style="list-style-type: none"> • Impression¹, engagement, or shares from shuttle marketing and resource campaigns; and, monthly shuttle ridership

¹ Impressions represent the total number of times digital content (ad, post, or message) is displayed on a user's screen, regardless of whether the user clicks or engages with it.

How Does This Strategy Relate To Clackamas County?

Travel Options Marketing is designed to improve awareness, accessibility, engagement, and use of shared and active travel options, particularly for those unfamiliar with existing programs. Public engagement revealed the need for more intentional, proactive, and visible marketing strategies that connect with residents where they are.

A comprehensive **travel options website** would go beyond the current RideClackamas.org by including not just transit routes, but also multimodal trip planning, bicycle maps, commute incentives, a landing page for marketing campaigns, and outward-facing travel options program details, all in one place. Branded travel options resources, such as bright, eye-catching postcards or newsletters, would be tailored to specific audiences and distributed through the channels residents identified as most effective.

Additionally, targeted **Clackamas Connects Shuttles** marketing and promotion of the **Emergency Ride Home (ERH) program** (once established) would address the lack of visibility and perceived risk associated with trying a new travel option.

Implementation Recommendations

M.1 Travel Options Website

- **M.1.1:** Work with partners (e.g., ODOT, TriMet) to determine scope and content for the travel options website, ensuring comprehensive multi-modal options information is included, and leveraging existing resources.
- **M.1.2:** Liaise with ODOT to identify the potential for creating a 'Get There' sub-brand specific to Clackamas County (i.e., 'Get There Clackamas').
- **M.1.3:** Review website content on a regular basis to ensure that information is kept up-to-date, information on new programs is added, and website analytics are used to identify the most effective content.
- **M.1.4:** Coordinate with Clackamas County Technology Services Geographic Information Systems department (TSGIS) on refinement and updates to the on-line Clackamas County Bicycle Map.

M.2 Branded Travel Options Resources

- **M.2.1:** Once the travel options website is live, create complementary branded travel options resources tailored to key audiences, including: businesses, commuters, seniors, and youth.
- **M.2.2:** Distribute travel options resources electronically and physically (as needed) to partners so that they can support distribution among their constituents.
- **M.2.3:** Review travel options resources every 6 months to ensure that information and key messages reflect current options and resonate with key audiences, respectively.

M.3 Community Shuttles Marketing

- **M.3.1:** Coordinate with the Clackamas Connects shuttle team to review past outreach efforts, identify lessons learned, and define priority audiences and goals for future marketing.
- **M.3.2:** Develop a comprehensive shuttle marketing strategy outlining a phased approach to promoting the County's four existing shuttle routes, tailored to the needs of each service area.
- **M.3.3:** Implement a pilot marketing campaign focused on a single shuttle route, tracking key performance indicators and user feedback to inform and refine subsequent campaigns.
- **M.3.4:** Evaluate and document both quantitative outcomes (e.g., ridership) and qualitative insights (e.g., community feedback) from the pilot and expanded campaigns, and use findings to develop a County "Travel Options Marketing Playbook" that will guide implementation of future marketing efforts.



Photo by Clackamas County Transportation and Development Department.

Transit Incentive Program

Provision of transit subsidies to reduce the cost burden of public transportation, paired with personalized trip planning to encourage shifts away from driving alone. The program would serve two key functions: as a “top-up” to existing programs such as TriMet’s reduced fare offerings, allowing some eligible riders to be fully subsidized, and as a partial subsidy for individuals who do not qualify for TriMet’s programs, expanding access to transit for a broader range of County residents.



IMPLEMENTATION LEAD

Clackamas County, Employers, Developers, Property Owners

IMPLEMENTATION TIMEFRAME

Medium-term (3-4 years)

TARGET AUDIENCE

- Commuters
- General Public

VMT REDUCTION



ESTIMATED COST

\$\$



T.1 Transit Pass Subsidy

Provision of partially- or fully-subsidized transit passes to individuals either not eligible for TriMet’s reduced fare programs or only partially covered to reduce the cost of using public transportation. The structure of these subsidies may vary based on available funding and the sponsoring organization, ranging from short-term initiatives such as a month-long “try transit” program to longer-term options when cost-sharing or additional resources are available. The County currently offers a Transit Assistance Program where the County pays 50% towards employees’ cost of a TriMet monthly pass or book(s) of two-hour tickets. The transit pass payroll deduction is taken out of employees’ paycheck pre-tax for extra savings.

Benefits

- Increases transit ridership
- Supports access to public transportation for individuals who may face financial or logistical barriers, helping to expand transportation options
- Reduces transportation cost burden

Challenges

- May result in decreased revenue for transit agencies if not offset by increased ridership
- Requires ongoing investment, administration and management which can be a significant burden, particularly for affordable housing developments (if they are providing the subsidy)

T.2 Personalized Trip Planning

Personalized outreach that helps individuals identify and use shared and active travel options through one-on-one consultations, customized trip plans, and tailored information based on their specific travel needs and preferences.

Benefits

- Encourages travel by shared and active travel options
- Can target travelers and offer them specific advice depending on their context and demographic characteristics
- Can help individuals identify cost-effective travel options

Challenges

- Requires ongoing promotion, funding, and support
- In-person advice is more expensive to provide than standardized, static advice or through trip planning software.

T.3 Emergency Ride Home (ERH) Program

Provide commuters who use shared and active travel options with a free or subsidized ride home in the event of an unexpected emergency, schedule change, or illness, helping to reduce a common barrier to non-drive-alone commuting.

Benefits

- Reduces the perceived risk of not having a personal vehicle in emergencies
- Increases desirability of non-SOV commute modes
- Rewards those who use non-SOV modes

Challenges

- Avoiding misuse on a municipal or regional level requires strategic oversight

Recommended Partners

TriMet, SMART, Canby Area Transit, SCTD, MHX, SAM, Clackamas Connects Shuttle

Strategies for Collaboration

- Co-develop transit pass subsidy agreements (i.e., Memoranda of Understanding for bulk purchase discounts)
- Share ridership data for evaluation of transit subsidy programs
- Help identify priority areas to target outreach
- Support training for County staff and/or volunteers leading personalized trip planning efforts

The Street Trust, Hispanic Interagency Networking Team (HINT)

- Promote subsidized pass availability, Reduced Fare/ Fare Assistance programs, and ERH program (once established) to affordable housing communities
- Act as referral partners for community members who could benefit from trip planning
- Co-host trip planning sessions by offering space for the consultations/workshops

North Clackamas Chamber of Commerce

- Promote subsidized pass availability and ERH program (once established) to small and mid-size employers
- Encourage employer co-funding or matching for transit passes over time

Major Employers (e.g., Providence, Clackamas County offices, etc.)

- Coordinate with Metro for employer outreach and program delivery
- Provide transit subsidies to their employees and promote ERH program (once established)
- Identify site-based Transportation Coordinators to support with personalized trip planning

Building Owners and Managers Association Oregon

- Promote subsidized pass availability and ERH program (once established) to developers and property managers
- Encourage property manager co-funding or matching for transit passes over time



Recommended Partners	Strategies for Collaboration
Clackamas County Safe Routes to School (SRTS)	<ul style="list-style-type: none"> Promote personalized trip planning resources and support to Clackamas County schools
Senior Centers and Senior Programs & Services (e.g., Canby Adult Center, Estacada Community Center, Area Agency on Aging, Clackamas Aging and Disability Resource Connection, etc.)	<ul style="list-style-type: none"> Promote subsidized pass availability and Reduced Fare/ Fare Assistance programs to Clackamas County older adult population Co-host trip planning sessions by offering space for the consultations/workshops Integrate transit education into “Aging While Driving” or safe driving workshops to help older adults explore transit as a safe, reliable alternative when reducing or retiring from driving
Key Performance Indicators	
Level of subsidy	<ul style="list-style-type: none"> Amount of transit subsidies issued by the County (quarterly), Amount/number of subsidies provided by other agencies/private sector
First-Time Transit Users	<ul style="list-style-type: none"> Percent of transit pass recipients who report using transit for the first time
Trip Planning Sessions	<ul style="list-style-type: none"> Number of individuals receiving personalized trip planning consultations Number of consultations resulting in participation
Trip Planning Satisfaction	<ul style="list-style-type: none"> Percentage of individuals reporting Satisfied or Very Satisfied with their personalized trip planning consultation
Mode Shift	<ul style="list-style-type: none"> Percent of participants reporting a shift from driving alone to transit use (survey-based)
ERH Usage	<ul style="list-style-type: none"> Number of ERH registered participants, and trips taken (quarterly)

How Does This Strategy Relate To Clackamas County?

The Transit Incentive Program, which combines a subsidized transit pass program with personalized trip planning services, is highly relevant to Clackamas County's efforts to expand access to and comfort with sustainable transportation options. Through recent community engagement, residents consistently shared that a major barrier to using transit is not simply availability, but a lack of familiarity and confidence. Many people, especially seniors and others who have not previously used public transit, expressed uncertainty around how to plan a trip, navigate routes, or access real-time information. In this context, simply offering a transit pass is not enough; meaningful support is needed to help people understand how to use the system and feel comfortable doing so. The **Emergency Ride Home (ERH)** program (once established) will help potential riders that are concerned about not having access to a personal vehicle have the confidence to try alternative modes.

The **personalized trip planning** component directly addresses these concerns by providing one-on-one consultations and customized travel advice tailored to individuals' specific needs, preferences, and concerns. This approach was highlighted by community members as especially valuable for older adults, who may benefit from more personal guidance and even hands-on exposure to transit through activities like group transit rides or on-site support. By pairing trip planning with **subsidized or free transit passes and ERH program (once established)**, the County and partners can remove both financial and psychological barriers, thereby encouraging first-time users to try transit in a supported, low-risk environment.

Together, these strategies offer a comprehensive solution that not only promotes transit access but builds long-term travel confidence and independence. This program has the potential to expand access and opportunity, reduce SOV use, and support climate goals, while also meeting residents where they are by acknowledging that information, reassurance, and cost all play critical roles in changing how people travel.



Photo by Clackamas County Transportation and Development Department.

Implementation Recommendations

T.1 Subsidized Transit Passes

- **T.1.1:** Partner with transit providers to define pass options, pricing structures, and administrative processes for subsidy distribution. The County currently offers a Transit Assistance Program for their employees.
- **T.1.2:** Develop outreach and eligibility criteria to guide future expansion to priority populations, such as low-income residents, students, and seniors.

T.2 Personalized Trip Planning

- **T.2.1:** Develop training materials for staff and volunteers conducting personalized trip planning that incorporate Motivational Interviewing (MI) techniques (an approach that emphasizes active listening, empathy, and guiding individuals to identify their own motivations for change).
- **T.2.2:** Design and launch a user-friendly intake process (e.g., online form or partner organization referral process) to collect key information about individuals' travel needs, preferences, and barriers.
- **T.2.3:** Develop a standardized engagement process for staff conducting personalized trip planning that includes a conversation guide, relevant follow-on resources, and localized information on transit, biking, walking, and shared rides.

- **T.2.4:** Pilot one-on-one trip planning consultations with a small group (such as County employees or community organization referrals) to test workflows, assess user satisfaction, and refine outreach materials.
- **T.2.5:** Create a long-term scalability strategy, such as partnering with community-based organizations or training local "travel planning ambassadors" to extend personalized support beyond the Travel Options Coordinator's direct capacity.

T.3 Emergency Ride Home Program

- **T.3.1:** Coordinate with TriMet, SMART and other regional partners to understand lessons learned from their past experiences designing and implementing ERH programs in order to inform the scope of the Clackamas County ERH program.
- **T.3.2:** Based on the findings from partner engagement, identify opportunities to obtain RTO grant funding to support the implementation of a Clackamas County ERH program.
- **T.3.3:** Once funding has been secured, launch a targeted pilot to test program viability, potentially targeting key employers or college campuses.
- **T.3.4:** Analyze pilot results to determine program uptake and impact, in order to determine the business case for broader program roll-out.



Photo by Clackamas County Transportation and Development Department.

Bicycle-Supportive Programs

Provision of improved access to safe and convenient bicycling by expanding secure bicycle parking at local businesses and offering education on bicycle handling, safety, and maintenance skills. While existing efforts such as Safe Routes to School primarily serve youth and school communities, this program is designed to fill a gap by focusing on adults and commuters, supporting everyday bicycle travel as a practical and reliable transportation option.

IMPLEMENTATION LEAD

Clackamas County, Non-profit organizations

IMPLEMENTATION TIMEFRAME

Medium-term (3-4 years)

TARGET AUDIENCE

- Local businesses
- Commuters
- General Public

VMT REDUCTION



ESTIMATED COST

\$-\$\$



B.1 Bicycle Parking Program

A program whereby the County would maintain an inventory of bicycle racks and businesses could request installation to provide bicycle parking on-site.

Target Audience	Benefits	Challenges
<ul style="list-style-type: none"> • Local businesses 	<ul style="list-style-type: none"> • Increases availability of bicycle parking • Encourages bicycling as a travel option • Cost-effective infrastructure 	<ul style="list-style-type: none"> • Funding for upfront capital and installation costs may require notable investment, with the level of benefit depending on demand and utilization • Requires ongoing maintenance of weathered/ damaged bicycle racks • Businesses may have limited space on the sidewalk for bicycle racks

B.2 Bicycling Skills Education (includes e-bicycle)

Comprehensive, "Bicycle Commuting 101," education designed to teach bicycle (and e-bicycle) handling skills; tips and techniques for bicycle commuting; knowledge about the rules of the road; and safe bicycling practices. Some classes may also provide guidance on bicycle maintenance.

Target Audience	Benefits	Challenges
<ul style="list-style-type: none"> • Commuters • General Public 	<ul style="list-style-type: none"> • Improves confidence and ability of bicyclists and potential bicyclists • Builds community through classes and workshops • Increases health and fitness 	<ul style="list-style-type: none"> • Requires ongoing funding for travel behavior change and effectiveness • Not physically accessible for every community member

Recommended Partners	Strategies for Collaboration
Municipal Planning Staff	<ul style="list-style-type: none"> • Help identify priority locations for bicycle rack installations in commercial and civic areas • Support permitting and public right-of-way (ROW) approvals for installations (where applicable) • Promote education classes through city newsletters and event calendars • Provide staff or event space to co-host educational workshops
North Clackamas Chamber of Commerce	<ul style="list-style-type: none"> • Encourage employers to request and host bicycle parking at business or residential locations • Encourage employers to promote bicycle parking availability to customers and tenants • Encourage employers to partner with County to co-fund higher-quality or branded racks • Allow use of indoor/outdoor space for hosting bicycle education sessions
The Street Trust, Community Cycling Center	<ul style="list-style-type: none"> • Help assess bicycle parking demand in different communities to support prioritizing bike rack siting • Identify underserved areas or groups in need of bicycle education • Co-host multilingual or culturally appropriate bicycle skills workshops • Deliver bicycle skills classes or train-the-trainer sessions
Key Performance Indicators	
Racks Installed	<ul style="list-style-type: none"> • Number of new bicycle racks installed through the County program
Business Satisfaction	<ul style="list-style-type: none"> • Percent of businesses satisfied with their experience in the program
Education Events Held	<ul style="list-style-type: none"> • Number of bicycle skills or e-bicycle education classes delivered (quarterly)
Participant Reach	<ul style="list-style-type: none"> • Number of people trained through bicycle education classes
Knowledge and Confidence Gain	<ul style="list-style-type: none"> • Percent increase in participant-reported bicycling confidence or knowledge after training • Percent of participants that reported bicycling more after taking the training

How Does This Strategy Relate To Clackamas County?

Bicycle Supportive Programs, comprising the **Bicycle Parking Program** and **Bicycling Skills Education**, addresses critical barriers to bicycling identified by Clackamas County residents during public engagement - most notably, concerns about safety. Many community members expressed that while they see bicycling as a healthy and sustainable travel option, apprehensions about handling bicycles in traffic, understanding road rules, and having secure places to park their bicycles discourage them from bicycling regularly. By providing both targeted infrastructure improvements and skill-building opportunities, the County can create a safer and more inviting environment for bicyclists.

The **Bicycle Parking Program** will make it easier for residents and employees to bicycle instead of drive by ensuring convenient, visible, and secure bicycle parking is available at workplaces and key retail hubs. This will not only support existing bicyclists but also encourage new riders who might otherwise worry about where to safely leave their bicycles. The Bicycling Skills Education strategy directly responds to safety concerns by offering comprehensive training on bicycle and e-bicycle handling, road safety, and basic maintenance. Tailored education helps build riders' confidence and competence, reducing the anxiety that often prevents people from trying bicycling as a regular commute or errand option.

By addressing both the physical infrastructure and personal skills needed to ride confidently, the County can foster a stronger bicycling culture that supports healthier lifestyles, reduces vehicle traffic, expands access and opportunity, and advances broader climate goals.

Implementation Recommendations

B.1 Bicycle Parking Program

- **B.1.1:** Create and maintain a centralized inventory of existing bicycle rack locations, using GIS mapping tools to identify gaps and prioritize high-demand or underserved areas.
- **B.1.2:** Establish partnerships with local municipalities and property owners to coordinate on the potential future installation of bicycle racks in public rights-of-way or on private property, ensuring alignment with local design standards and permitting requirements.
- **B.1.3:** Design and implement a bicycle parking pilot program with a limited number of installations, selecting two to three locations in urban Clackamas County that meet specific eligibility criteria while also reflecting a range of geographic and land use contexts.
- **B.1.4:** Develop a request and evaluation process for the pilot participants, including an application form, clear site selection criteria, and installation guidelines.
- **B.1.5:** Evaluate pilot outcomes, such as demand, installation feasibility, business satisfaction, and public use, to refine the program design before further expansion.
- **B.1.6:** Launch a broader program rollout (potentially aligning with Bicycle Month), accompanied by outreach to businesses, property managers, and local jurisdictions, with technical assistance and promotional materials highlighting the benefits of providing bicycle parking. The program would include an inventory of bike racks and an online request form for free installation. Identify opportunities to partner with local businesses on incentives to encourage patrons to ride their bicycles in lieu of driving.

B.2 Bicycling Skills Education

- **B.2.1:** Building upon existing resources from the League of American Bicyclists, develop a Clackamas County-specific curriculum and training materials that cover bicycle and e-bicycle handling, traffic safety, rules of the road, and basic bicycle maintenance tailored to a range of skill levels and ages.
- **B.2.2:** Partner with experienced local instructors or organizations (such as bicycle coalitions, bicycling clubs, or certified trainers) to deliver classes and ensure quality instruction.
- **B.2.3:** Identify and secure accessible and safe locations for in-person classes, such as community centers, parks, or schools. Establish a schedule that accommodates different participant availability.
- **B.2.4:** Coordinate with the Bicycle Parking Program to promote skills education alongside new bicycle rack installations, offering classes at or near sites where bicycle parking improvements are made to encourage usage and build rider confidence.



Photo by Clackamas County Transportation and Development Department.

Carpool / Vanpool Incentive Program

Provision of financial subsidies to support and incentivize carpooling/vanpooling by lowering out-of-pocket costs. This initiative prioritizes shared travel options for working adults and commuters that drive longer distances to areas less well served by transit, making carpooling and vanpooling a practical and cost-effective alternative to driving alone.

IMPLEMENTATION LEAD

Clackamas County, Employers, Developers, Property Owners

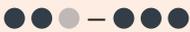
IMPLEMENTATION TIMEFRAME

Long-term (5+ years)

TARGET AUDIENCE

- Commuters,
- General Public

VMT REDUCTION



ESTIMATED COST

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CV.1 Carpool / Vanpool Incentive Program

Benefits

- Promotes expanded access to travel options
- Serves as an effective employee benefit and retention tool

Challenges

- Commuters may not be aware of how to form carpools/vanpools
- Requires carpoolers to use a self-reporting method, such as a smartphone app, to track use.
- Can be costly for employers if they are providing the only funding for the subsidy, particularly for small employers
- Requires ongoing administration and management

CV.2 Emergency Ride Home (ERH) Program

Provide commuters who use shared and active travel options with a free or subsidized ride home in the event of an unexpected emergency, schedule change, or illness, helping to reduce a common barrier to non-drive-alone commuting.

Benefits

- Reduces the perceived risk of not having a personal vehicle in emergencies
- Increases desirability of non-SOV commute modes
- Rewards those who use non-SOV modes

Challenges

- Avoiding misuse on a municipal or regional level requires strategic oversight

Recommended Partners	Strategies for Collaboration
Oregon Department of Transportation (ODOT)	<ul style="list-style-type: none"> • Coordinate on opportunities for regional, state, or federal grants to provide carpool/vanpool subsidies
Metro	<ul style="list-style-type: none"> • Coordinate with Metro on the Regional Vanpool Strategy to identify opportunities for subsidies in Clackamas County • Co-host webinars or info sessions for prospective vanpool riders
North Clackamas Chamber of Commerce	<ul style="list-style-type: none"> • Promote carpool and vanpool subsidy offerings and ERH (once established) to small and mid-size employers • Work with employers to identify large commuter clusters or common origin-destination pairs that are currently not well-served by transit • Co-host or facilitate vanpool formation meetings
Building Owners and Managers Association (BOMA) Oregon	<ul style="list-style-type: none"> • Promote carpooling and vanpool options, as well as ERH (once established) for carpool or vanpool riders, to residents of large multi-family complexes • Encourage property managers to dedicate prioritized carpool/vanpool parking at their properties
Key Performance Indicators	
New Carpool/Vanpool Formations	<ul style="list-style-type: none"> • Number of new carpools or vanpools formed through the program
Carpool/Vanpool Participants	<ul style="list-style-type: none"> • Total number of active users receiving subsidies (quarterly)
Program Retention	<ul style="list-style-type: none"> • Percent of participants who remain in the program for 3+ months
VMT Reduction	<ul style="list-style-type: none"> • Estimated Vehicle Miles Traveled (VMT) reduced through carpool/vanpool commutes
Emergency Ride Home Usage	<ul style="list-style-type: none"> • Number of ERH registered participants, and trips taken (quarterly)

How Does This Strategy Relate To Clackamas County?

The **Carpool/Vanpool Incentive Program** offers a practical and cost-effective alternative to driving alone, particularly in areas of urban Clackamas County where transit service is limited and bicycling may not be safe or practical. Public engagement and a review of existing conditions reveal that many residents face geographic and schedule-based gaps in transit access, especially in less urbanized communities and for those working outside traditional commuting hours. For these individuals, shared ride options can fill a critical mobility gap, helping them reach jobs, school, or services in a more affordable and sustainable way. The **Emergency Ride Home (ERH)** program (once established) will help potential riders that are concerned about not having access to a personal vehicle have the confidence to try alternative modes.

While Clackamas County will not ask employers to pay for carpool/vanpool incentives, this strategy does provide an opportunity to strengthen connections to key employment hubs both within and beyond County borders. It can also be tailored to meet the needs of low- and moderate-income workers who may not have access to a personal vehicle or who face long, expensive commutes.

Starting in 2026, ODOT will provide subsidies for vanpooling for 3 years. After that, Clackamas County will need to coordinate with Metro, as well as transit agencies and ODOT, on a plan to sustain funding for subsidies and do the reporting required to receive federal subsidies.

In the broader context of Clackamas County's transportation demand management goals, this program ensures that mode shift strategies are accessible to a wider range of residents regardless of where they live or work.



Implementation Recommendations

CV.1 Carpool / Vanpool Incentive Program

- **CV.1.1:** Provide input and local context to inform Metro's Regional Vanpool Strategy, ensuring Clackamas County's geographic and commuter needs are represented.
- **CV.1.2:** Develop partnerships with employers and major trip generators to support subsidies, promote program participation, and strengthen long-term sustainability.
- **CV.1.3:** Design and implement a County-specific marketing and outreach plan targeting property managers, employers, commuters, and community groups to increase awareness and uptake.
- **CV.1.4:** Monitor County-level participation and gather user feedback to share with Metro, helping refine the regional program and identify opportunities for local enhancements.

CV.2 Emergency Ride Home Program

- **CV.2.1:** Coordinate with TriMet, SMART and other regional partners to understand lessons learned from their past experiences designing and implementing ERH programs in order to inform the scope of the Clackamas County ERH program.
- **CV.2.2:** Based on the findings from partner engagement, identify opportunities to obtain RTO grant funding to support the implementation of a Clackamas County ERH program.
- **CV.2.3:** Once funding has been secured, launch a targeted pilot to test program viability, potentially targeting key employers or college campuses.
- **CV.2.4:** Analyze pilot results to determine program uptake and impact, in order to determine the business case for broader program roll-out.

05 Conclusion



Clackamas County's commitment to expanding attractive and accessible travel options is reflected through this Travel Options Action Plan. By prioritizing education and encouragement, safety and accessibility, and transportation system efficiency, the County has made important progress toward meeting the unique mobility needs of its residents, including those often underserved by traditional transportation systems.

The strategies outlined in Chapter 4 represent a comprehensive, collaborative approach. Initiatives such as establishing a Travel Options Coordinator, targeted marketing and outreach, transit and bicycle incentive programs, and support for carpooling and vanpooling are designed to increase awareness, reduce barriers, and offer practical alternatives to drive-alone trips. Through strategic partnerships and ongoing engagement with local agencies, businesses, and community organizations, Clackamas County can leverage resources and expertise to maximize impact.

Clear metrics and regular reporting will ensure that the County tracks progress, learns from pilot programs, and adapts to changing needs. Ultimately, these efforts support safer, healthier, and more connected communities where everyone, regardless of age, ability, or background can confidently and reliably choose alternative ways to travel.

Together, these strategies lay the foundation for long-term success, advancing climate goals, promoting public health, and fostering a sense of opportunity and well-being for all. As the County moves forward, continued collaboration, innovation, and community engagement will be essential to transform vision into reality – creating a future where everyone has the information, confidence, and options they need to travel safely, affordably, and reliably.

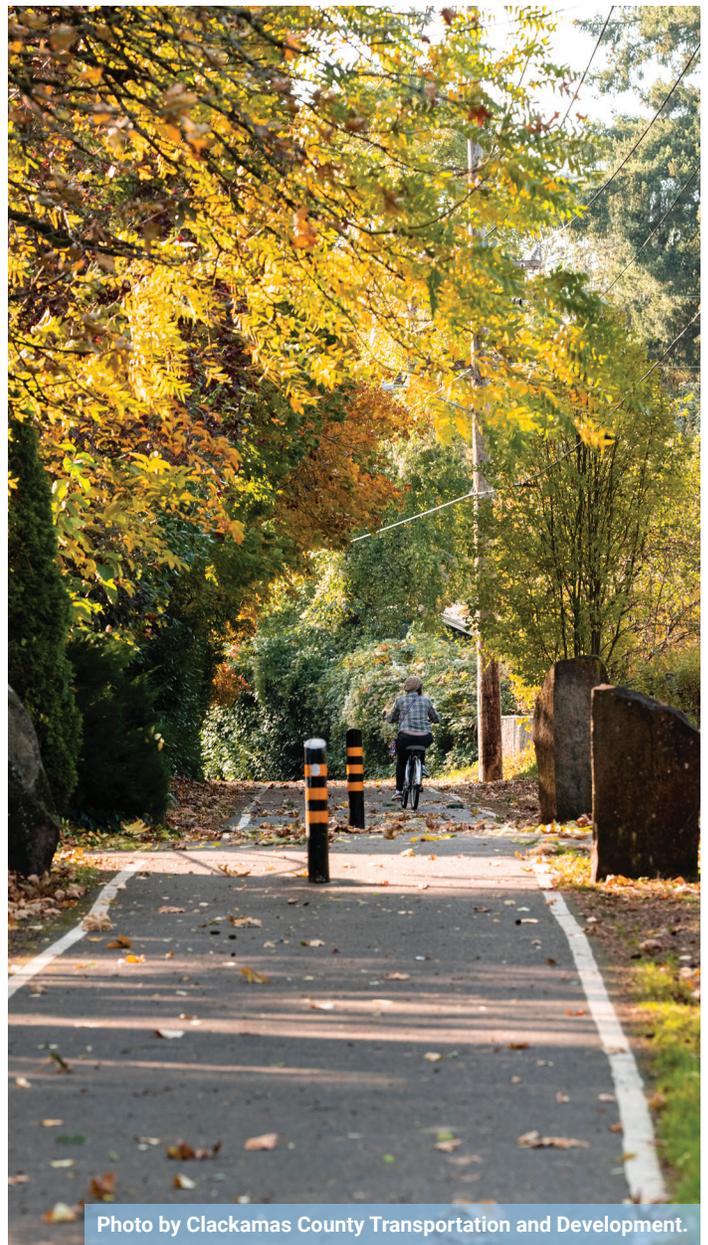


Photo by Clackamas County Transportation and Development.

Appendix A
**Travel Trends Analysis,
TDM Inventory,
Opportunities and Challenges Report**

To Clackamas County Transportation Team
From Steer
Date 30 January 2025
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 Travel Options (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 Strategy¹

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 employee commute options (ECO) rule, local efforts to expand transportation demand management (TDM) and transportation system management and operations (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.

¹ 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

Table 1. RTO Goals and Related Performance Measures

Goal	Related Performance Measure(s)
<p>Goal 1: 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"> • Non-SOV commute rate for communities participating in RTO-funded activities, with a target of 40% by 2028 • Vehicle Miles Reduced (VMR) for communities participating in RTO-funded activities
<p>Goal 2: Reach existing and new participants more effectively by expanding the RTO program and working with new partners</p>	<ul style="list-style-type: none"> • Awareness of travel options and participation in RTO-funded activities • Partners’ placement on the Capability Matrix • Percent of RTO investments targeted to communities of color, older adults, people with disabilities, and/or low-income households • Identified barriers for communities of color, older adults, people with disabilities, and/or low-income households • Number of TO staff per capita
<p>Goal 3: 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"> • Non-SOV school commute mode share for communities participating in RTO-funded activities • Number of jurisdictions or school districts with formalized SRTS programs • Number of SRTS Coordinator positions in the region • Reach of SRTS programming (number of students involved in SRTS activities)
<p>Goal 4: Measure, evaluate, and communicate the RTO Program’s impacts to continually improve the program</p>	<ul style="list-style-type: none"> • 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 • Measure context and trends to inform strategic approaches for the RTO program

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 Framework²

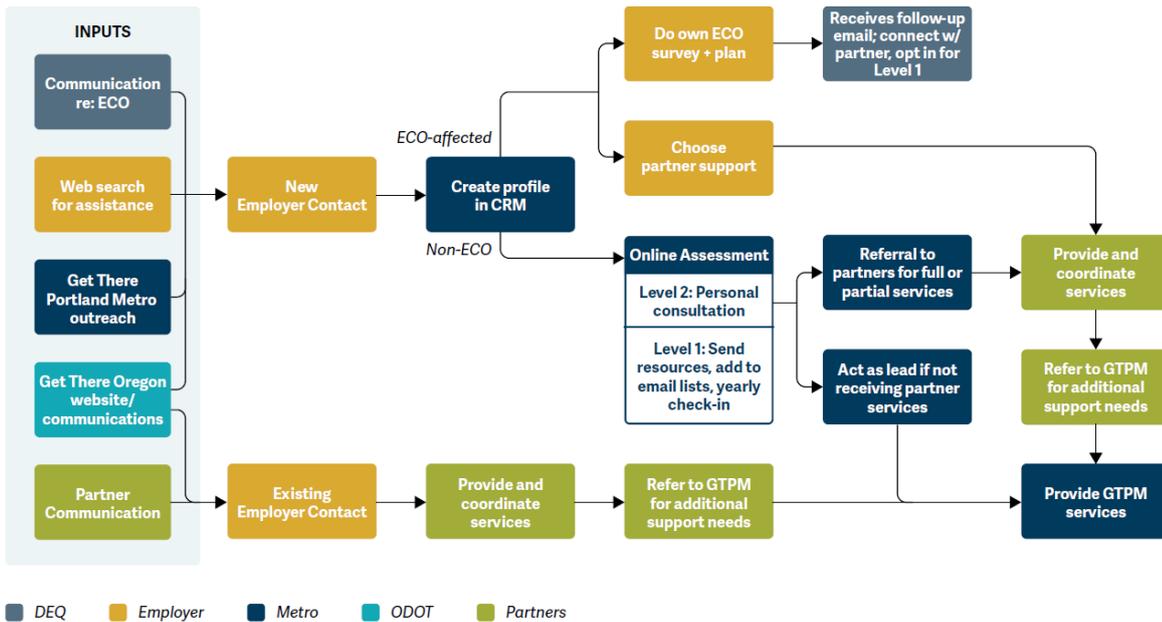
Level of Government: Regional

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.”³ 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.

² 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

³ 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 Strategy⁴

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

⁴ 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

- **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 ⁵	
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) ⁶	
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.

⁵ Oregon Department of Land Conservation & Development. (2022). *Transportation Options Planning*. Retrieved from: https://www.oregon.gov/lcd/CL/Documents/TPR_2022.pdf

⁶ 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	
Level of Government: County	Last amended: 2019

The Clackamas County Automobile Trip Reduction Plan includes 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 (getthereoregon.org), for carpool matching and alternative trip planning.
Wellness and Education Campaign	<ul style="list-style-type: none"> • 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. • Wellness, Safety and Sustainability Fair – the County hosts a commute options table at the annual Wellness, Safety and Sustainability Fair and provides trip reduction resources.
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 disabilities.
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.

Oregon Travel Options Plan⁷

Level of Government: State

Last amended: 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.

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.

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

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 Transportation⁸

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."⁹ 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.
 - **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.

⁸ 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

⁹ Ibid.

- **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 Plan¹⁰

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.

¹⁰ 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
Mobility	Mode share
	Access to jobs
	Multimodal access
	System completion
	System completion near transit
	Access to options
	Throughway reliability
Safety	Serious crashes
Equity	Serious crashes and equity
	Safe system completion and equity
	Access to jobs and equity
Economy	Travel times
	System completion – job centers
Climate and environment	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 ¹¹	
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

¹¹ 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 County¹²

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.

¹² 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) ¹³	
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

¹³ 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

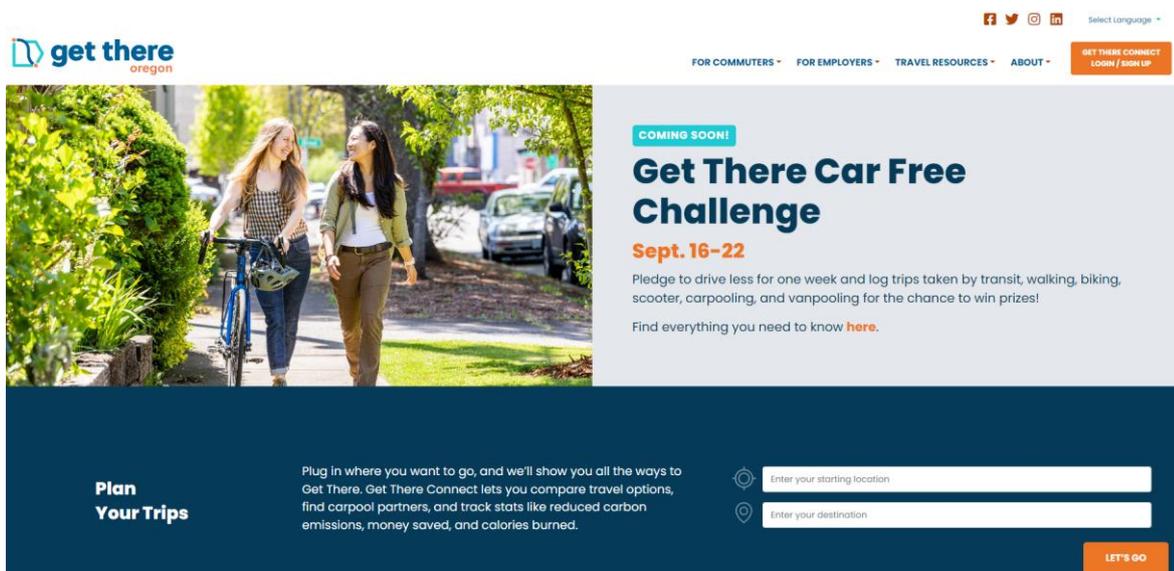
Other Resources

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 source for news, helpful tips, resources, and inspirational stories.

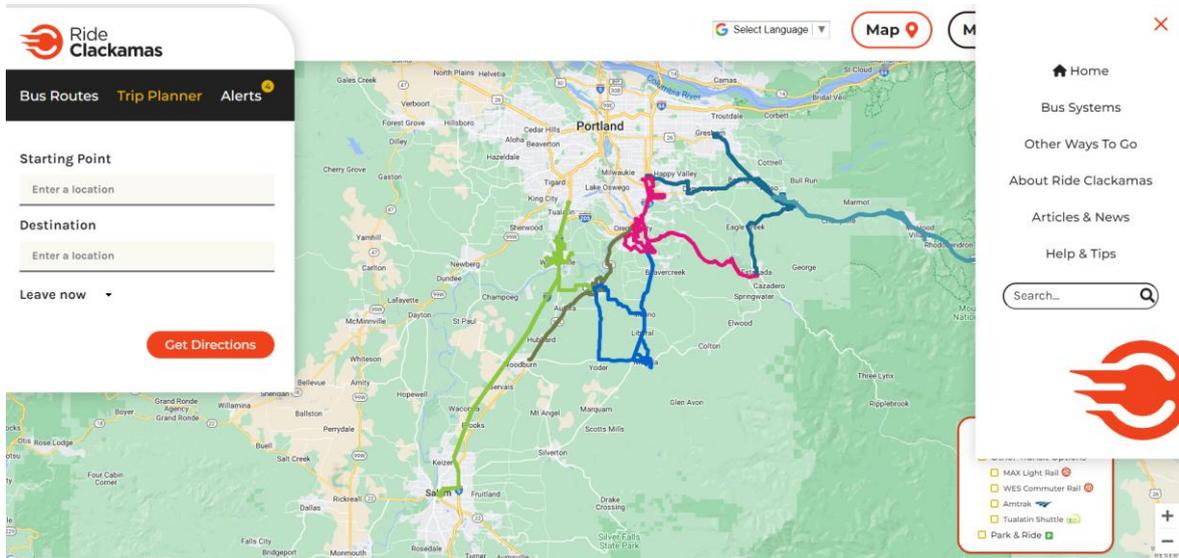
The resources for employers include:

- **Get There Training:** recorded trainings to learn more about Oregon's free commute planning, ridematching, metrics, and rewards tool.
- **Employer Resource Guides:** one-pagers intended to support employers on offering commute solutions and programming for employees. Topic examples include but 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.

Safe Routes to School

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.

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)
Safe Routes to School	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: monthly walk & roll events, Bicycle and Pedestrian education, grant funding, monthly webinar training, and Project Identification Program (PIP) assistance.	Schools, children
Drive Less Connect	Oregon Department of Transportation	Statewide	Drive Less Connect was an online platform that allowed users to log commuting trips, track gas savings, and monitor CO2 emission reductions. 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
Get There Oregon	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 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.	Commuters, employers

Get There Portland Metro	Oregon Metro	Portland	Get There Portland Metro staff help employers plan, market and put in place a travel options program . This service is free to any employer within Metro’s boundaries.	Employers, commuters, partner agencies
Ride Clackamas	Clackamas County transit agencies	Countywide	Ride Clackamas is a group of Clackamas County transit agencies aiming at simplify the riding experience between multiple transportation providers. The Ride Clackamas website features a multi-provider transit trip planning tool that allows users to plan their trip across multi-provider service areas.	General public
Senior Companion Program	Clackamas County	Countywide	The Senior Companion Program offers free support to homebound seniors and adults with disabilities 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
Transportation Reaching People	Clackamas County	Countywide	Transportation Reaching People is for Clackamas County residents who are 65+ or have a disability . 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
Ride Connection	Ride Connection	Countywide	Ride Connection serves Portland metropolitan and Washington County residents who are 65+ or have a disability . 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
Vets Driving Vets	Clackamas County	Countywide	Free rides are available for veterans who need to get to doctor appointments or to take care of other basic needs. Transportation is available from	Veterans

			8 a.m. to 5 p.m., Monday through Friday, except holidays.	
Go Vets Oregon	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 promoting and facilitating carpooling for veterans.	Veterans
Ride Together	Clackamas County	Countywide	Ride Together provides funding 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
ClackCo Shuttle Service	Clackamas County	Countywide	The ClackCo Shuttle Service provides free shuttles that connect rural and underserved areas to regional transit options 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
Emergency Ride Home Program	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
Transit service	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 fixed route, shuttles, and dial-a-ride.	General public

	Transportation District (SCTD), South Metro Area Regional Transit (SMART), TriMet			
SMART Options Program	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 commuter programs , offering resources like vanpool coordination, emergency rides home, and support for employees to use transit, carpooling, biking, walking, or telecommuting.	Employers, Commuters

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

Appendix B
Public Engagement Survey
Results Summary

Clackamas County Travel Options Action Plan

Project Overview

Clackamas County is in the process of updating its Transportation System Plan (TSP). The Clackamas County Travel Options Action Plan (TO Action Plan) will serve as the Travel Demand Management (TDM) portion of the TSP. The TO Action Plan will outline 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.

As part of the development of the TO Action Plan, Clackamas County conducted a community outreach effort to receive feedback from a diverse group of stakeholders and community members. This was completed by:

- Establishing a TO Action Plan Steering Committee, comprised of representatives from local jurisdictions, transit and active transportation agencies, and other active transportation organizations.
- Soliciting feedback at county advisory committees, including the Pedestrian and Bikeway Advisory Committee (PBAC) and the Community Action Board (CAB)
- Launching a bilingual online community survey

Results of the community survey are described in the following sections.

Clackamas County Travel Options Survey Results

Community feedback was gathered primarily from an online survey, which was provided in English and Spanish. The survey was open from February 28 through March 31, 2025. The County promoted the survey via social media, employee newsletter, sharing the survey with stakeholders to share with their networks, and sending out emails through related County listservs. The survey was distributed to major employers in the county and community-based organizations, including Spanish speaking Todos Juntos.

There were 222 completed survey responses¹. All surveys were completed in English. Participants were asked about their travel option preferences and what types of benefits would be most useful to encourage them to non-drive alone modes of travel. Key takeaways and detailed findings results are presented in the following section.

¹ The survey was self-selected, and therefore not statistically valid.

Key Takeaways

General Community Feedback

- **Where respondents noted using an option other than driving alone for commuting to/from work or school at least one day per week**, the most often used travel options besides driving alone were: *riding in a carpool, riding a personal bicycle, and walking or using an assistive device (like a wheelchair).*
- **The travel option that respondents were interested and willing to try if available (in their area) were** *MAX light rail, personal e-bike, TriMet bus.*
- **The travel options that respondents were interested in but needed more information about included:** *Non-TriMet community shuttles, personal e-bikes, carpooling, and free rideshare programs.*
- Aside from responding *Other (24%), I need to travel long distances that a bike, e-bike, or scooter won't cover* was **the most cited reason for those who noted they weren't interested in riding a personal or shared bike, (e-)bike or e-scooter²** *was I need to travel long distances that a bike, e-bike, or scooter won't cover.*
- *I prefer having control over my own schedule* was **the most cited reason for those who noted they weren't interested in carpooling or vanpooling.³**
- *Transit doesn't serve where I live well* was **the most cited reason for those who noted they weren't interested in taking transit.⁴**
- The benefits that respondents felt would be *Very Useful* were:
 - A \$5 daily employer-paid tax-exempt benefit for commuting by a mode other than driving
 - Secure, convenient bicycle parking
 - Real-time transit arrival information displays in downtowns
- The least popular benefits among respondents were:
 - Attending classes on how to use public transit or ride a bike or an e-scooter
 - Participating in contests or winning prizes for not driving alone
 - Receiving one-on-one or personal trip planning services to help navigate other types of transportation

² Upon conducting a preliminary review of survey results, the project team recognized that there was some confusion among survey respondents due to a lack of clarity on how this question was worded. On March 17, the project team updated the language of this survey question to increase clarity. This did not nullify any previous responses received nor did it change the question in a way that would substantively affect people's responses.

³ See footnote 2.

⁴ See footnote 2.

- The most popular themes among those who responded to the question “What else, if anything, would encourage you to try a travel option other than driving?” were:
 - Nothing would encourage them to try another option, with many feeling that the only convenient and accessible way to travel in Clackamas County is by driving alone
 - Improved bicycle and/or pedestrian infrastructure
 - Safety improvements such as transit fare enforcement and options to make transit riders feel safer on buses and the MAX (e.g., more security)

Interested Commuters

- **Over half of respondents were interested in trying at least one form of travel besides driving alone** if it were available or if they had more information about a given alternative travel option.
- **The travel options that respondents were interested in but needed more information about included:** *Non-TriMet community shuttles, carpooling, and personal e-bikes.*
- Aside from responding *Other*, **the most cited reason for interested commuters who noted they weren’t interested in riding a personal or shared bike, (e-)bike or e-scooter was** *I don’t feel safe/comfortable riding on local roads.*
- ***I prefer having control over my own schedule* was the most cited reason for interested commuters who noted they weren’t interested in carpooling or vanpooling.**
- ***Transit doesn’t serve where I live well* was the most cited reason for interested commuters who noted they weren’t interested in taking transit.**
- The most useful benefits that would encourage them to try a travel option other than driving alone were:
 - \$5 daily employer-paid tax-exempt benefit for commuting by a mode other than driving
 - Secure, convenient bicycle parking
 - Real-time transit arrival information displays in downtowns
- The most popular themes among those who responded to the question “What else, if anything, would encourage you to try a travel option other than driving?” were:
 - Improved bicycle and/or pedestrian infrastructure
 - Increased transit frequency
 - Transit route improvements by either extending routes/expanding service areas or making more direct routes to destinations

Overall Findings

Travel Preferences

- Over 56% of respondents worked from home at least one day per week, with over 20% of respondents working from home five or more days per week.

- The most used mode of transportation for commuting to/from work or school among respondents was driving a personal vehicle alone, with over 38% using it 5 or more days per week, nearly 15% using it 4 days per week, and over 14% using it 3 days per week.
- While most respondents don't use non-drive alone travel options those that do use them typically do so less than once per month.
- Where respondents reported using an option other than driving alone for commuting to/from work or school at least one day per week, the most often used travel options were:
 - Riding in a carpool (16%)
 - Riding a personal bicycle (11%)
 - Walking or using an assistive device (like a wheelchair) (10%)
- Social activities/entertainment (69%) and recreational activities (63%) were cited as the most likely activities respondents would choose another travel option besides driving alone to get to that destination.
- Respondents were provided a set of travel options, including carpool matching, vanpool, WES Commuter Rail, another non-TriMet community shuttle, e-bike or e-scooter, shared bicycle or shared scooter, and a free rideshare program. Of the listed travel options, respondents were most aware of WES Commuter Rail (43%), another non-TriMet community shuttle (37%), and e-bikes/e-scooters (32%).⁵
- Most respondents were not interested in or wouldn't consider using most of the travel options other than driving alone.
- The travel options that respondents reported they were interested in but needed more information about included:
 - Non-TriMet community shuttles (15%)
 - Personal e-bikes, carpooling, and free rideshare programs (10% each)
- The travel options that respondents were interested and willing to try if available (in their area) were:
 - MAX light rail (14%)
 - Personal e-bike (12%)
 - TriMet bus (12%)
- Aside from responding *Other* (24%), the most cited reason for those who noted they weren't interested in riding a personal or shared bike, (e-)bike or e-scooter was *I need to travel long distances that a bike, e-bike, or scooter won't cover* (22%, n=198).
 - The most common themes among those who responded *Other* are:
 - Respondents felt that they didn't need one, for reasons such as: they already have a bike or e-bike (so they don't need access to a shared bike/e-bike/scooter) or because they live within walking or transit distance to their destinations (n=12)

⁵ Respondents could choose more than one selection.

- Respondents felt their older age was a limiting factor (n=7)
- *I prefer having control over my own schedule* was the most cited reason for those who noted they weren't interested in carpooling or vanpooling (36%, n=197).
 - The most common themes among those who responded *Other* (13%) are as follows:
 - Respondents didn't feel that there was a need, for reasons such as: they work from home or are retired (n=12)
 - Carpooling or vanpooling isn't convenient for reasons such as: personal schedule and/or destination variability, carpool schedule limitations that don't accommodate work schedules or varied needs, and commute distance (n=9)
- *Transit doesn't serve where I live well* was the most cited reason for those who noted they weren't interested in taking transit (22%, n=199).
 - The most common themes among those who responded *Other* (20%) are as follows:
 - Respondents felt that they didn't need to take transit, for reasons such as: they have other transportation options like their personal vehicle(s) or a bike, they live within walking distance to their destinations, or they're retired (n=12)
 - Respondents have limited or no access to transit largely due to transit options being too far from their homes or destinations (n=7)
- The top resource respondents used for travel decisions and route planning was *Google Maps on their phone* (82%, n=700⁶) and *the Google Maps website* (47%).

Benefits

- The benefits that respondents felt would be *Very Useful* were:
 - A \$5 daily employer-paid tax-exempt benefit for commuting by a mode other than driving (14%)
 - Secure, convenient bicycle parking (13%)
 - Real-time transit arrival information displays in downtowns (12%)
- The top benefits voted *Moderately useful* were:
 - Online resources to assist trip planning (such as an online county bicycle map) (24%)
 - Subsidized/reimbursed transit pass program (23%)
 - A \$5 daily employer-paid tax-exempt benefit for commuting by a mode other than driving (23%)
- While the highest proportion of respondents voted *Not so useful* for each of the listed benefits, the least popular benefits were:
 - Attending classes on how to use public transit or ride a bike or an e-scooter (89%)
 - Participating in contests or winning prizes for not driving alone (83%)

⁶ Respondents could choose more than one selection.

- Receiving one-on-one or personal trip planning services to help navigate other types of transportation (80%)
- The most popular themes among those who responded to the question “What else, if anything, would encourage you to try a travel option other than driving?” were:
 - Nothing would encourage them to try another option, with many feeling like the only convenient and accessible way to travel in Clackamas County is by driving alone (n=50)
 - Improved bicycle and/or pedestrian infrastructure (n=27)
 - Safety improvements such as fare enforcement and/or options to make transit riders feel safer on buses and the MAX (e.g., more security) (n=17)

Demographic Highlights

- Most respondents live (92%, n=602), shop or recreate (75%), and/or work in Clackamas County (52%)⁷.
- The largest portion of respondents live in the ZIP code 97070 (32%, n=217)
- The largest proportion of respondents were between 35-54 years of age (39%, n=219)
- Most respondents were:
 - Women (53%, n=219⁸)
 - Employed full time (59%, n=219)
 - Identified as white (76%, n=233⁹), while the next highest concentration of respondents by race identified as Hispanic or Latino (4.1%)
 - Primarily spoke English at home (98%, n=220)
- The most represented income range among survey respondents who provided their annual household income noted having an annual household income between \$100,000 to \$149,000 (20%, n=219).

Detailed Findings

The County conducted a deeper assessment by isolating the responses of survey takers that indicated that they were *Interested, willing to try it if it were available* or *Interested, but I need more information* to at least one travel option other than driving alone¹⁰, which included 53% of respondents (n=117). From this assessment, the key takeaways are:

- The travel options that respondents noted being interested and willing to try if available (in their area) were

⁷ Respondents could choose more than one selection.

⁸ Respondents could choose more than one selection.

⁹ Respondents could choose more than one selection.

¹⁰ Alternative modes include carpooling, vanpooling, TriMet bus, MAX light rail, WES commuter rail, walking or using an assistive device, personal bicycle, personal e-bike, shared bike/e-bike/e-scooter, non-TriMet commuter shuttle, and/or a free rideshare program

- MAX light rail (26%)
- Personal e-bike (23%)
- TriMet bus (22%)
- The travel options that respondents were interested in but needed more information about included:
 - Non-TriMet community shuttles (29%)
 - Carpooling (20%)
 - Personal e-bikes (19%)
- Aside from responding *Other* (22%, n=94), the most cited reason for respondents who noted they weren't interested in riding a personal or shared bike, (e-)bike or e-scooter was *I don't feel safe/comfortable riding on local roads* (21%).
 - The most common theme among those who responded *Other* was:
 - Respondents felt that they didn't need one, for reasons such as: they already have a bike or e-bike (so they don't need access to a shared bike/e-bike/scooter) or because they live within walking or transit distance to their destinations (n=7)
- *I prefer having control over my own schedule* was the most cited reason for respondents who noted they weren't interested in carpooling or vanpooling (32%, n=92).
 - The most common theme among those who responded *Other* (12%) was:
 - Respondents didn't feel that there was a need, for reasons such as: they work from home or rarely drive (n=6)
- *Transit doesn't serve where I live well* was the most cited reason for respondents who noted they weren't interested in taking transit (26%, n=95).
 - The most common themes among those who responded *Other* (15%) are as follows:
 - Respondents felt that they didn't need to take transit, largely due to living close enough to their destinations to not warrant using the bus (n=6)
 - Respondents have limited or no access to transit largely due to transit options being too far from their homes or destinations (n=5)
- The benefits that respondents felt would be *Very Useful* were:
 - \$5 daily employer-paid tax-exempt benefit for commuting by a mode other than driving (22%)
 - Secure, convenient bicycle parking (21%)
 - Real-time transit arrival information displays in downtowns (20%)
- The top benefits voted *Moderately useful* were:
 - Online resources to assist trip planning (such as an online county bicycle map) (35%)
 - Using a carpool matching app (33%)
 - A \$5 daily employer-paid tax-exempt benefit for commuting by a mode other than driving (33%)

- The most popular themes among those who responded to the question “What else, if anything, would encourage you to try a travel option other than driving?” (n=72) were:
 - Improved bicycle and/or pedestrian infrastructure (n=23)
 - Increased transit frequency (n=12)
 - Transit route improvements by either extending routes/expanding service areas or making more direct routes to destinations (n=11)

Demographic Highlights

- Most interested respondents live (90%, n=320), shop or recreate (80%), and/or work in Clackamas County (56%)¹¹.
- The largest portion of interested respondents live in the ZIP code 97267 (19%, n=114)
- The largest proportion of respondents were between 35-54 years of age (37%, n=115)
- Most respondents were:
 - Women (54%, n=115¹²)
 - Employed full time (58%, n=116)
 - Identified as white (81%, n=123¹³), while the next highest concentration of respondents by race identified as Hispanic or Latino (5.3%)
 - Primarily spoke English at home (97%, n=118)
- The most represented income range among survey respondents who provided their annual household income noted having an annual household income between \$75,000 to \$99,999 (16%, n=116).

¹¹ Respondents could choose more than one selection.

¹² Respondents could choose more than one selection.

¹³ Respondents could choose more than one selection.

Appendix A: Alchemer Survey Report

What will this plan do?

- **Expand awareness and access** for different ways to travel in the county
- Identify **strategies to reduce congestion on roadways**
- Define and implement a **pilot program** in Clackamas County
- **Fulfill the travel options requirement** of the county's transportation system plan mandated by the **State of Oregon**



What are Travel Options Strategies? AKA Travel Demand Management (TDM)

Travel Options are programs and activities to make it easier for people to travel without a single occupancy vehicle. They focus on strategies and techniques to support using travel modes other than driving alone.

Examples of TDM programs:



Vanpool programs



Transit pass programs



Carpool and ridematching programs



Bike parking, facilities, and infrastructure



Commuter or first/last mile shuttles



Information, marketing, and signage

Engagement Process Summary

Community Stakeholder Meetings

ClackCo Pedestrian & Bicycle Advisory Committee
March 4th

ClackCo Community Advisory Board
March 5th

ClackCo Aging Services Advisory Council
May 19th

ClackCo Traffic Safety Commission
Oct 1/Dec 3

Online Survey

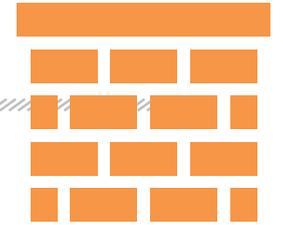
- Open Feb – March 2025
- 222 respondents

Purpose: Gather feedback on travel patterns, barriers to alternative modes, opportunities for mode shift

Focus Group Session

- 11 survey respondents who noted interest in a focus group, AND
- Who had expressed some interest or openness to exploring travel options, AND
- Who primarily drive alone at present

Key Takeaways – “What We Heard”



Plan and TDM messaging lessons

- Emphasizing 'choice' when promoting travel options
- Lessons learned in how to describe what the plan offers and has limits

Travel modes of highest interest

- TriMet MAX
- E-bike
- TriMet Bus

Most useful programs to encourage trying travel options

- \$5 daily employer-paid tax-exempt benefit for commuting by a mode other than driving
- Secure, convenient bicycle parking
- Real-time transit arrival information displays in downtowns

Travel modes that people want more information about

- Non-TriMet community shuttles (i.e. Clackamas Connect Shuttles)
- Carpooling
- E-bikes
- Free rideshare programs

Barriers to trying travel options

- Feeling of safety biking and on transit
- Lack of education
- Transit availability, travel time, and connection to destinations
- Control of schedule and flexibility (for carpool/vanpool)

Vision Statement

Even with distances between destinations and limited transit, every person in Clackamas County – from children walking to school, adults commuting to work, or seniors running errands – has the information, confidence, and experience they need to choose alternative travel options to get where they need to go safely, affordably, and reliably.

Education and
Encouragement

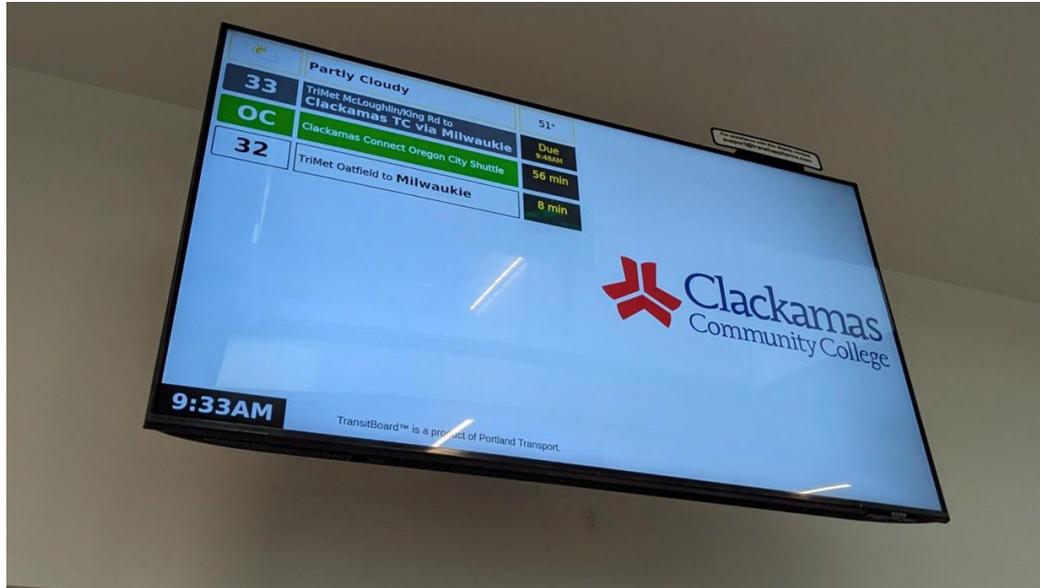
Safety and
Accessibility

Efficiency and
Sustainability

TDM Marketing	Travel Options Website
	Branded Travel Options Resources
	Emergency Ride Home Program
	Community Shuttles Marketing
Transit Subsidies	Subsidized Transit Passes
	Personalized Trip Planning
Carpool/Vanpool Program	Carpool/Vanpool Subsidies
	Preferential Carpool/Vanpool Parking
Bike Program	Bicycle Parking Program
	Bicycling Skills Education (incl. e-bike)



Pilot: Real-Time Arrival Signage and Marketing at Clackamas Community College



- Installed in key locations: lobbies, student lounges
- Increase confidence and convenience
- Pair with real-time TriMet information
- Display with other current/relevant transportation program information
- Complemented with posters and tabling around campus promoting shuttle service



Pilot Project: Clackamas Shuttles



Goal: Increase Awareness

We Heard During Engagement that People were not Familiar with --

- Shuttles Themselves
- Route Information
- How to Ride



Surveying and Data

Learn what works, what doesn't

Identify barriers to riding and how we can remove them

Track ridership over time: increased ridership?



Real-Time Arrival and Information Signage

Real-time shuttle arrival screens give riders more information and confidence

Can display with other transportation program information