



September 08, 2023

Rae-Leigh Stark
Portland Bureau of Transportation
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**Subject: Professional Services Proposal for the NW Parking District
Transportation Demand Management Program Evaluation**

Dear Rae-Leigh:

This letter serves as a proposal in response to your request for a consultant to provide professional services for the Portland Bureau of Transportation's (PBOT) NW Parking District Transportation Demand Management (TDM) Program Evaluation.

The proposal is based on the draft scope you provided and our discussion on July 5, 2023. The work would be part of WSP's Transportation Planning On-Call contract (agreement # 182832).

For purposes of this scope of work, "WSP" includes WSP and any subconsultants.

Scope of Work

The following provides a draft scope of work and budget for an evaluation of the NW Parking District's TDM program. The scope includes:

- 1) Project Management
- 2) Review of TDM Programs
- 3) NW Parking District Program Recommendations
- 4) Program Evaluation Metrics

Assumptions:

- Project will be completed within 6 months of notice to proceed (NTP).
- 30% of contract value will go to a COBID registered enterprise.
- All meetings will be held virtually through a meeting link provided by WSP.
- PBOT deliverable review duration is assumed to be 10 business days.
- PBOT will provide a single review of all draft materials and provide a single set of consolidated comments embedded within the document provided for review (i.e., one set of comments on a word document or PDF).
- All deliverables to PBOT will go through WSP's quality assurance and quality control process.
- WSP will not provide feedback on planned, future, or currently non-existing programs.
- PBOT will provide all available existing NW Parking District TDM Program information to WSP within 15 business days of NTP. Some information may include:
 - Example metrics
 - Details on what has already been funded



- NW Parking Off Street Action Plan
- Way to Go Action Plan
- Existing data/information relevant to TDM program such as Transportation Wallet participation information, etc.
- WSP will only evaluate Strategic Priority Areas with green shading in Table 1.

Table 1. Description of PBOT Strategic Priority Areas

Strategic Priority Area	Summary	Within NW Parking District TDM Program
Pricing	Fees, charges, and tolls—designed intentionally and equitably to manage demand—send price signals that help people understand the true costs of driving and encourage non-driving choices when possible. One example of pricing is charging a daily rate for parking your private vehicle.	No, through POEM work and contract with RWC to start in 2023
Personal Security	People need to be and feel safe when taking transit, biking, walking, and rolling, so they don't feel the need to travel in their own enclosed vehicle for every trip.	YES
Employer Commute Programs	Commuter trips to and from work are generally longer, and more habitual, than other kinds of trips. The majority of commuter trips also happen during the most congested times of day. Working through and with employers to influence the ways their employees get to work can be an effective and efficient strategy to reduce drive-alone trips.	YES
Financial Incentives	Especially in tandem with pricing, financial incentives—such as discounted passes, subsidies, and reimbursements—make using travel options more cost-competitive, and can increase motivation to try new ways of getting around.	YES, through the Transportation Wallet
Direct Modal Services	Increasing the number, frequency, and reliability of transportation options, like transit, bike-share, scooter-share, car-share, and more, is essential to decreasing the demand for private car ownership and drive-alone trips.	No, this work is done through PBOT Active Transportation
ROW Management	Projects are built and road space is allocated to prioritize non-driving modes to improve safety, accessibility, and reliability of the mode.	No, this work is done through PBOT Planning
Land Use + Development	Neighborhoods and developments are planned, constructed, and managed in ways that make it easier to walk, bike, roll, and take transit.	No, this work is done through Bureau of Planning and Sustainability
Infrastructure Activation	New infrastructure—such as bike lanes, crosswalks, sidewalks, and transit stops—are delivered in tandem with culturally appropriate community outreach, education, and other support that shape final projects and create spaces that enable more people to experience the first-hand benefits of walking, biking, rolling, and taking transit.	YES
Information and Encouragement	People need to know about their transportation options, and they need to feel confident and comfortable using non-driving modes of travel.	YES



TASK 1: PROJECT MANAGEMENT

WSP will provide high quality project management and oversight of this project. This will involve staying on schedule and budget to deliver the scope in a manner expected by PBOT. WSP will also be responsible for managing work of all subconsultants to ensure deliverables are consistent and high-quality.

A project kick-off meeting will be held with PBOT staff, WSP, and subconsultant(s). This meeting will be an opportunity to review the project scope, for PBOT to share updated or additional project information, identify a list of existing information to be provided by PBOT, data needs determine reviewer and approvers of draft and final deliverables, and review and finalize the project schedule. The WSP Project Manager (PM) will prepare an agenda for the Kickoff meeting and will facilitate the meeting.

WSP will schedule and facilitate a half hour discussion with PBOT PM on a bi-weekly basis throughout the project duration (up to 12 meetings). WSP will provide a list of decisions and action items, if any, after the meeting and will keep a running log of outstanding issues, if any.

TASK 1 DELIVERABLES AND SCHEDULE:

- One kickoff meeting lasting up to 1-hour with PBOT staff held within 15 business days of NTP. Up to three (3) staff will attend by teleconference.
- Draft Project Kickoff Agenda provided no later than 3 days before scheduled kickoff meeting.
- Final Project Kickoff Agenda that incorporates PBOT revisions distributed no later than 1 day before scheduled kickoff meeting.
- Draft Project Schedule provided no later than 1 business day before scheduled kickoff meeting.
- Final Project Schedule provided no later than 5 business days of receiving final PBOT comments on draft.
- WSP Project Manager or key staff member will hold up to twelve (12) half-hour bi-weekly teleconferences with PBOT project manager.
- One other staff member will attend up to three (3) of the half-hour bi-weekly teleconferences with PBOT project manager.
- Distribute key decisions and identified action items and issues within 1 business day of bi-weekly teleconferences with PBOT project manager.
- Up to six (6) monthly invoices and progress reports and provide project management during the duration of the contract.

TASK 2: REVIEW OF TDM PROGRAMS

PBOT would like to increase the performance of their TDM programs in the NW Parking District, including the transportation wallet, quarterly encouragement campaigns, and the NW bike parking fund. WSP will evaluate the current and potential future impact of these TDM efforts. The evaluation will be based on existing information provided by PBOT, results from PBOT's Northwest Parking District Transportation and Parking Survey results, interview discussions with up to 2 managers of other similar programs implemented within TDM districts in the Portland area, and discussions with up to 2 parking district managers with similar programs established in other cities in Oregon or other states. WSP will review Northwest Parking District Transportation and Parking Survey and will draft additional relevant survey questions to include in the 2023 survey. WSP will work with PBOT PM to identify TDM districts that will be contacted for



discussions and discussion questions. A summary of the evaluation and findings will be documented in Memorandum #1.

Additionally, WSP will develop interview questions for PBOT to interview users of programs in the NW Parking meter district. These questions will allow PBOT to gain a stronger sense of user experience with its TDM programs. PBOT will seek to interview individuals who are connected to PBOT's TDM program. These individuals may be business owners, property owners, residents, advocates, or major employers. WSP's role will be to prepare interview questions and attend up to five interviews to take informal notes.

Assumptions

- PBOT will choose who it will interview.
- WSP will not schedule or conduct interviews.
- One WSP staff will attend interviews to take informal notes to inform Memo #1 – no notes summary will be provided.

TASK 2 DELIVERABLES AND SCHEDULE:

- Draft list of TDM districts and discussion questions provided to PBOT within 20 business days of NTP.
- Final list of TDM districts and discussion questions provided to PBOT within 5 days of receiving comments on draft. Qq1
- Final conversation with similar TDM district anticipated to be within 25 business days of receiving PBOT comments on draft.
- Draft Memo #1, up to 5 written pages, will be provided to PBOT within 15 business days of the final conversation with similar TDM district.
- Final Memo #1 will be provided to PBOT within 10 business days of receiving PBOT comments on draft.
- Draft additional survey questions for the Northwest Parking District Transportation and Parking Survey no later than 15 days prior to survey distribution.
- Final additional survey questions for the Northwest Parking District Transportation and Parking Survey within 5 days of receiving PBOT comments on draft.
- Draft interview questions: Draft questions will be submitted to PBOT within 10 business days of NTP.
- Final interview questions: Final questions will be submitted to PBOT within 5 business days of PBOT review.

TASK 3: NW PARKING DISTRICT RECOMMENDATIONS

A key goal for this effort will be for WSP to provide recommendations to improve non-resident engagement with and use of the identified TDM programs. Recommendations will be tied to a strategic priority identified by the Way to Go Action Plan. WSP will make recommendations on how to enhance the identified TDM program offerings and will make recommendations on additional programs that can be offered to reduce VMT and resident car ownership, with the goal of having less residents and employees driving and parking in the district. In addition, WSP will provide examples of how other cities and jurisdictions have implemented the recommendations if they are available. The recommendations will be compiled into Memorandum #2.

WSP will support PBOT's engagement of the NW Parking District Advisory Committee at up to 1 meeting. This effort includes providing draft emails for PBOT to send to the Committee, preparing a draft workshop agenda, draft PowerPoint slides, draft discussion questions, and finalizing or



compiling meeting materials for distribution. WSP will develop a Committee-specific interactive workshop to solicit specific feedback from Advisory Committee members through specific discussion questions centered on elements of the TDM Program and/or to solicit their preference for new TDM practices or enhancements. This task would allow the evaluation of the TDM programs to have greater input from the committee and inform Memo #2. The workshop will also work to identify an initial list of measurable performance metrics that align with PBOT goals to help inform the development of Memo #3, identified within Task 4.

Assumptions

- WSP will not be making pricing recommendations for on-street paid parking.
- PBOT will provide any reasonably accessible relevant data that it has access to for WSP to use when requested by WSP. (Example: WSP may desire to know how many people are using transportation wallet program).
- Up to 3 WSP staff, including the PM, will attend up to 1 committee meeting.
- Committee meeting materials will either be deliverables identified in this scope or up to 1-page summary documents based on deliverables identified in this scope.

TASK 3 DELIVERABLES AND SCHEDULE:

- Draft Memo #2: TDM Program Best Practices submitted to PBOT no later than 45 business days after NTP.
- Final Memo #2: TDM Program Best Practices submitted to PBOT no later than 15 business days after receipt of agency comments.
- One Advisory Committee Workshop, lasting up to 2 hours, held at city's discretion. Up to three staff will attend in person.
- Draft Committee Workshop Agenda: Committee workshop agenda submitted to PBOT within 15 business days of Committee Workshop.
- Final Committee Workshop Agenda: Committee s workshop agenda submitted to PBOT within 5 business days of PBOT review.
- Draft Workshop Discussion Questions: discussion questions submitted to PBOT within 15 business days survey close.
- Final Workshop Discussion Questions: discussion questions submitted to PBOT within 5 business days of PBOT review.
- Up to 10 draft PowerPoint slides or materials of no more than 1 page each submitted to PBOT no later than 10 business days before Committee Workshop.
- Up to 10 final PowerPoint slides or materials of no more than 1 page each submitted to PBOT no later than 2 business days before Committee Workshop.
- Draft workshop meeting notes provided no more than 5 business days after workshop.
- Final workshop meeting notes provided no more than 5 business days after PBOT review of draft notes.

TASK 4: PROGRAM EVALUATION METRICS

WSP will develop metrics to show progress made towards Bureau and City goals (highlighted in Exhibits A and B) through TDM program offerings and measure the level of engagement with different user groups (especially with employees that do not live in the NW Parking District which is currently deficient). The goal is to ensure that NW Parking District policies align with the mission of the NW Parking District stakeholder advisory committee. Metrics will be documented in Memorandum #3.



Assumptions

- PBOT will provide NW Parking District Stakeholder Advisory Committee mission statement.
- WSP will consider the NW Parking District’s mission statement, purpose, and objectives, and as a basis for developing program evaluation metrics.
- WSP will provide survey support to PBOT (see Task 6) in developing additional NW Parking District Survey results depending on relevant topic areas to help with Task 4.
- PBOT will provide 2023 Northwest Parking District Transportation and Parking Survey results.
- WSP will use the 2023 Northwest Parking District Transportation and Parking Survey results to develop Memo #3.

TASK 4 DELIVERABLES AND SCHEDULE:

- Draft Memo #3: TDM Program Evaluation Metrics submitted to PBOT no later than 45 business days after NTP.
- Final Memo #3: TDM Program Evaluation Metrics submitted to PBOT no later than 15 business days after receipt of agency comments.

COST PROPOSAL

Task	Hours	\$
Task 1: Project Management	53	\$8,845
Task 2: Review of TDM Programs	79	\$16,420
Task 3: NW Parking District Program Recommendations	108	\$11,383
Task 4: Program Evaluation Metrics	80	\$13,350
TOTAL	320	\$49,998

Resumes and appropriate experiences can be provided upon request.

Kind regards,

Sine Madden, AICP
Senior Vice President I
cc: file

Exhibit A

PBOT Strategic Plan (<https://www.portland.gov/transportation/director/strategic-plan-overview>)

Built around three core goals:

SAFETY: Make Portland streets safe for everyone



MOVING PEOPLE AND GOODS: Provide transportation options for a growing city

ASSET MANAGEMENT: Deliver smart investments to maintain our transportation system

As we work towards these goals, we also want to make sure that our efforts contribute to a Portland that is more equitable and that has a smaller carbon footprint. This is why we will ask ourselves these two fundamental questions as we pursue each goal:

Will it advance equity and address structural racism?

Will it reduce carbon emissions?

Performance Measures from 2035 Comprehensive Plan

- Policy 9.49 Performance measures.
 - 9.49.c - By 2035, reduce the number of miles Portlanders travel by car to 11 miles per day or less, on average
 - 9.49.d Establish mode split targets in 2040 Growth Concept areas within the City, consistent with Metro’s targets for these areas.
 - 9.49.e By 2035, increase the mode share of daily non-drive alone trips to 70% (Inner neighborhoods goal)
 - 9.49.f BY 2035, 70 percent of commuters walk, bike, take transit, carpool or work from home at the following rates:

Mode	Mode Share
Walk	7.5%
Bicycle	25%
Transit	25%
Carpool	12.5%
Single Occupant Vehicle (SOV)	30% or less
Work at home	10% below the line (calculated outside of the modal targets above)

- 9.49.g By 2035, reduce Portland's transportation-related carbon emissions to 50% below 1990 levels, at approximately 934,000 metric tons.
- 9.49.h By 2025, increase the percentages of new mixed use zone building households not owning an automobile from approximately 13% to 25%, and to reduce the percentage of households owning two automobiles from approximately 24% to 10%.
- 9.49.i Develop and use alternative to the level-of-service measure to improve safety, encourage multimodal transportation, and to evaluate and mitigate maintenance and new trip impacts from new development.

- **Goal 9.E Equitable transportation** – Transportation system provides all Portlanders options to move about the city and meet their daily needs by using a variety of safe, efficient, convenient, and affordable modes of transportation.
- **Policy 9.6 Implement prioritization of modes**
 - Walking
 - Bicycling
 - Transit
 - Electric, fully automated, multiple passenger vehicles
 - Other shared vehicles
 - Low or no occupancy vehicles, fossil-fueled non-transit vehicles
- **Policy 9.52 Outreach (TDM)** – Create and maintain TDM outreach programs that work with Transportation Management Associations, residents, employers, and employees that increase the modal share of walking, bicycling, and shared vehicle trips while reducing private vehicle ownership, parking demand, and drive-alone trips, especially during peak periods.
- **Policy 9.53 New development (TDM)** – Create and maintain TDM regulations and services that prevent and reduce traffic and parking impacts from new development and redevelopment. Encourage coordinated area-wide delivery of TDM programs. Monitor and improve the performance of private-sector TDM programs.
- **Policy 9.55 Parking management** – Reduce parking demand and manage supply to improve pedestrian, bicycle and transit mode share, neighborhood livability, safety, business district vitality, vehicle miles traveled (VMT) reduction, and air quality. Implement strategies that reduce demand for new parking and private vehicle ownership, and that help maintain optimal parking occupancy and availability.
- **Policy 9.61 Bicycle parking** – Promote the development of new bicycle parking facilities including dedicated bike parking in the public right-of-way. Provide sufficient bicycle parking at high-capacity transit station to enhance bicycle connection opportunities. Require provision of adequate off-street bicycle parking for new development and redevelopment. Encourage the provision of parking for different types of bicycles. In establishing the standards for long-term bicycle parking, consider the needs of persons with different levels of ability.
- **Policy 9.64 Education and encouragement** – Create, maintain, and coordinate educational and encouragement programs that support multimodal transportation and that emphasize safety for all modes of transportation. Ensure that these programs are accessible to historically under-served and under-represented populations.



Exhibit B

TDM Subcommittee of the NW Parking District Suggested Metrics

- Transportation Wallet
 - User satisfaction
 - Number of users for each mode
 - Amount spent by users for each mode
 - Participants in TW:NW new resident program
 - Follow up survey for TW:PLUS participants. Do they get a car at a later date?
 - Follow up survey for TW:NW trade in program. Do they apply for a parking permit at a later date?
 - Resident and employee awareness of TW program
- TDM in general
 - Reduction in automobile VMT
 - Increase in use of non-automobile modes
 - Reduction in parking demand in NW
 - Support of equity goals by assisting those who have been discriminated in the past
 - NW parking occupancy rates
 - Mode split
 - Number of people engaged