

Mount Hood Multimodal Transportation Plan

APPENDIX C

TMA Materials (1 of 4)



Document: Mt. Hood TMA Formation Process – Summary of Project Findings and Recommendations

Date of Delivery: January 30, 2014

Description

This report summarizes the evaluation process for the formation of a Mt. Hood Transportation Management Association (TMA). This report was prepared as a component of the Mt. Hood Multimodal Transportation Plan (MHMTP) Project “ORG-1,” which is reviewing the feasibility and timing of adding a Mt. Hood TMA. The report includes: (1) key findings from previous efforts related to formation of TMAs; and (2) a Framework Scope of Work clarifying roles, responsibilities, costs, opportunities, and other options for formation of a TMA (the “TMA Project”).

The Framework Scope of Work was presented to the Technical Working Group (TWG) on December 3, 2013. The consensus from the TWG attendees was that formation of a TMA needs to continue to be explored and that the \$48,000 Feasibility Contribution (identified in the budget component of the Framework Scope of Work) should be pursued among the stakeholders.

Status Update

The TMA Project is classified as a Group A project in the MHMTP. Stakeholders have shown interest in continuing to explore the formation of a Mt. Hood TMA. Information provided in this document can provide a basis for that analysis.

Mt. Hood TMA Formation Process

Summary of Project Findings and Recommendations

BACKGROUND

The Mount Hood Multimodal Transportation Plan project evaluated the role that a Transportation Management Association (TMA) could play in (a) providing on-going staffing, effort and energy in managing access within the corridor for a partnership of stakeholders; (b) serving as a forum for stakeholders to ensure key access elements of the Plan are implemented; (c) communicating and raising awareness of transportation programs and options for users of Mt. Hood for recreating, skiing and visiting and; (d) leveraging time and resources between partners involved in, and affected by, reducing congestion in this key transportation corridor.

WHAT IS A TMA?

A Transportation Management Association (TMA) is a non-profit, member-controlled organization that provides transportation services in a particular area, such as a commercial district, mall, campus, industrial park or transportation corridor. A TMA's particular focus is on more efficient use of transportation and parking resources to improve access and support economic development. It is generally a public-private partnership, consisting primarily of area businesses with local government support. TMAs provide an institutional framework for programs and services and allow partners to collectively provide transportation services. Many have called TMA's a "one-stop transportation shop" for consolidating transportation programs and services to support multiple partners. This collective framework can create economies of scale, leverage and equity, which also enable smaller entities the opportunity to provide trip reduction services comparable to those offered by large entities. TMAs can provide services that result in more efficient use of parking and alternative mode resources that are integrated and "calibrated" to access goals and long-term economic development visions. This can reduce the need to expand parking capacity, reduce the total amount of land that must be paved in an area and lower development costs associated with structured parking.

PROCESS

The consultant team conducted two meetings with members of the Mount Hood Transportation Alliance and the Project Technical Work Group (TWG). The purpose of the meetings was to learn more about TMA's and explore opportunities that a potential Mt. Hood Corridor TMA might have in the context of priority projects defined in the Mount Hood Multimodal Transportation Plan. Discussion included organizational characteristics of a TMA that could serve the Mt Hood Corridor and the requirements for a TMA's success (including organizational funding and commitments from members). The meetings resulted in consensus that formation of a TMA among Mt Hood Corridor stakeholders would be beneficial, both organizationally and as a framework to move the multimodal plan forward.

KEY FINDINGS

Input from the stakeholder meetings created consensus on the following elements related to forming a TMA. The group agreed that formation of a TMA would:

- Increase opportunities for encouraging trip reduction efforts among users of area ski resorts and the Plan Corridor.
- Mitigate traffic congestion that, with growth, will make access within the Plan Corridor more difficult.
- Result in better access to jobs and visitor destinations in the corridor.
- Maximize the efficient use of existing public and private parking and transit/shuttle infrastructure.
- Leverage opportunities between entities, and
- Establish a cost effective and mutually beneficial partnership that brings all stakeholders together to influence trip behavior.
- Effectively and strategically move priority corridor transportation solutions forward to completion and implementation.

To this end, stakeholders recommended that funds should be identified to facilitate a TMA formation process.

FRAMEWORK SCOPE OF WORK

Members of the Mount Hood Transportation Alliance and the Project Technical Work Group are interested in pursuing a TMA feasibility and formation process. The stakeholders were aware that such a process would further clarify understanding of TMA's, better detail roles, responsibilities, costs, opportunities and other options that would address the unique qualities (and challenges) of the Mt Hood Corridor. A framework scope of work was developed and is summarized below.

Tasks

1.0 Organization – Feasibility and Issues for Formation

Retain adequate funding to provide a professional third party consultant to assist participating stakeholders in meeting scheduling, agenda preparation, meeting facilitation, research and report writing. It is estimated that the process would be completed over a 12 month period.

2.0 Establish TMA Charter Board

3.0 Initiate regular meetings of Charter Board – initial meeting/agenda topics include (but not limited to):

- + Develop draft charter/mission

- + Define/refine/finalize strategic plan action items (i.e. develop/ascertain common issues, themes, challenges and opportunities to the formation of a TMA that would provide organization, services and facilitation of trip reduction goals for the Mt. Hood Transportation Corridor).
- + Identify and prioritize proposed consensus solutions/strategies/programs, particularly those that mitigate congestion, vehicle miles traveled (in autos) and result in mode split shifts to multiple access alternatives.
- + Define/refine/finalize near, mid and long-term solutions to challenges and opportunities. Prioritize solutions, assign timeline, and lead responsibility and costs (as possible) to solutions.
- + Establish success measures (i.e., metrics, targets, performance standards, measurable outcomes).

4.0 Organizational Feasibility Review

- + Develop a draft business plan for a possible TMA that would provide organization and services consistent with consensus solutions identified in Task 3.0.
- + Develop a staffing plan consistent with level of service necessary to implement programs derived from Task 3.0.
- + Develop draft job descriptions
- + Develop draft by-laws

5.0 Funding

- + Develop funding plan that would equitably and adequately cover funding the organization (as defined by Tasks 3 & 4) for a minimum period of three years.
- + Identify and affirm funding mechanism, assessments, format, needed agreements and timeline/schedules for formalizing.

GO/NO GO DECISION

Meetings as necessary with the Charter Board and partners to determine a “go/no go” decision on pursuing implementation of findings Tasks 1.0 – 5.0. Reaching a go/no go decision should clearly indicate the potential, or lack of, for TMA formation among the stakeholders. A final report to follow the go/no go decision would discuss potential financial contributions from businesses and local jurisdictions, staffing and resources plan, budget, and services to be provided.