

What is Downtown On the Go?

Downtown On the Go is a partnership of private sector businesses, non-profit organizations, and public agencies working together to increase alternative mode commuting in the Downtown from 21% to 35% by the end of 2015. We intend to accomplish this through program development, resource provision, and advocacy efforts targeted to downtown residents, employers and their employees in the areas of transit, bicycling, walking, ridesharing, and flexible work arrangements, as well as promotion of downtown living.

Downtown On the Go Vision

Downtown On the Go envisions a vibrant, integrated downtown Tacoma – where daily life is enhanced by connecting people, green spaces, arts & culture, and jobs. Interdependent land use policies and transportation options reinforce an active, compact urban core that is connected locally and regionally, promoting a focus on the movement and interactions of people rather than cars.

Downtown On the Go Mission

Downtown On the Go's purpose is to be the transportation advocate for anyone whose daily life is downtown.

We do this by:

- *Educating about transportation choices other than driving alone.*
- *Encouraging use of transit, ridesharing, biking, walking, and flexible work arrangements.*
- *Advocating for transportation choices and land use policies that promote a vibrant and integrated downtown.*

The Downtown On the Go Work Plan

Find below a 6-year work plan. The work plan is envisioned to cover the period between January 1, 2010 and December 31, 2015, to include the launch of Downtown On the Go (DOTG) as a formal, affiliated organization. It is estimated that the annual budget for such an effort will be approximately \$160,000 and involve the efforts of a full time (1.0 FTE) Downtown On the Go staff person. However, this work plan does not limit or prevent expansion of either budget or staff.

The DOTG work plan is meant to be an active document guiding the work of all stakeholders and staff involved. It should be revisited regularly to track progress, but will be revisited and redrafted if necessary at least once a year by the Board of Directors.

I. ALL MODES

Goal: Increase employee use of all alternate modes of transportation					
✓ Increase the existing downtown non-SOV mode split from 21% (2009) to 35% (2015)					
Objectives	Programs & Services (Outputs)	Timeline	Responsibility	Status	Success Measures (Outcomes)
A. Establish a one-stop shop of transportation resources and programs for downtown Tacoma employers and employees	<ul style="list-style-type: none"> Define the term one-stop shop and determine how DOTG as an organization will meet that definition Develop programs and resources that provide support to downtown employers and employees in a way that is consistent with the idea of a one-stop shop Pursue a physical location for a one-stop shop in Tacoma's downtown where DOTG and related agencies can also be housed 	Jan 2010 - Dec 2011	DOTG Staff DOTG Board City of Tacoma Pierce Transit	In progress; expected in 2011	<ul style="list-style-type: none"> Services and resources are developed that establish a one-stop transportation shop in the downtown and add value to the participants in Downtown: On the Go!
	<ul style="list-style-type: none"> Develop a communication plan that communicates the message of a one-stop shop to downtown employers and employees (see VII. Communication) 	Jan 2010- Dec 2010	DOTG Staff DOTG Board City of Tacoma Pierce Transit	Complete. Objectives underway	<ul style="list-style-type: none"> A communication plan is finalized that outlines objectives, target audiences, and messages for communication of the DOTG message
B. Increase outreach and communication with downtown employers and especially small businesses not mandated by CTR regulations (under 100 FTEs)	<ul style="list-style-type: none"> Create a pilot <i>Transportation Plan Program for Small Business</i> for those businesses not mandated by CTR regulations (see also, VII. Outreach) Survey small businesses participating in the pilot and add their data to mode split information for downtown Based on surveys, develop transportation benefits packages with management support that encourage and perhaps subsidize the alternate commute among employees Partner with Pierce Transit to extend the reach of DOTG in employer outreach 	Jan 2010 – Dec 2010 and ongoing	DOTG Staff	Ongoing (One-on-one support given to 10 businesses, 6 businesses surveyed)	<ul style="list-style-type: none"> At least 10 small businesses participate in the pilot program, surveying their employees and creating transportation plans for their organization Additional survey data for small businesses is combined with large business data to create a more representative downtown mode split
	<ul style="list-style-type: none"> Based on the Pilot Program, formalize the <i>Transportation Plan Program for Small Business</i> and expand and change as informed by pilot 	Jan 2011 – Dec 2015	DOTG Staff	In progress with Pierce Transit	<ul style="list-style-type: none"> At least 50 additional businesses participate in the Pilot Program by the end of 2015

Downtown: On the Go!
Draft 2010 – 2015 Work Plan

<p>C. Develop a measurement plan for mode split goals and yearly goals, including use of the state CTR survey information</p>	<ul style="list-style-type: none"> • Access measurement opportunities with small business employers through the <i>Transportation Plan Program for Small Business</i> • Use measurement data to guide yearly updates to the 2010-2015 Work Plan and yearly budgets 	<p>Jan 2010 – Dec 2011 and yearly</p>	<p>DOTG Staff</p>	<p>In progress</p>	<ul style="list-style-type: none"> • DOTG uses outcome data to guide yearly programming and gauge the success of programs and resource provision • Data is incorporated in a DOTG annual report
<p>D. Develop a program that encourages employers to incentivize close proximity between home and work</p>	<ul style="list-style-type: none"> • Research best practices and similar models in other cities • Work with willing employers to develop and implement a pilot program • Build and improve upon program successes over time, looking to additional entities such as the City of Tacoma to offer additional incentives • Use website to promote the pilot and to bring attention to the benefits of urban versus suburban living 	<p>July 2010 – July 2011</p>	<p>DOTG Staff DOTG Board</p>	<p>Pilot in spring 2011</p>	<ul style="list-style-type: none"> • A program is developed based on best practices and models from other cities • Employers make use of the program and offer recommendations for improvement • The program becomes implementable on a larger scale, and incentives are further supported by City of Tacoma and other partners
<p>E. Advocate for the goals and alternate commute priorities of the DOTG Board</p>	<ul style="list-style-type: none"> • Create a <i>Downtown Transportation Plan</i> proposal that includes the DOTG Board's multimodal priorities and provides a mechanism for discussion of Downtown transportation between the City and DOTG 	<p>Jan 2011 – Dec 2011</p>	<p>DOTG Board DOTG Staff</p>		<ul style="list-style-type: none"> • Priorities of the DOTG Board are clearly articulated to Council leadership and City administration leaders • DOTG priorities are represented in the Comp Plan amendments of 2011
	<ul style="list-style-type: none"> • Advocate for parking system policies that closely align with DOTG goals and priorities, especially those that recognize the link between on and off-street parking • Participate in the downtown paid parking roll-out, providing support to alternate commute education efforts targeted at downtown employees 	<p>Jan 2010 – Dec 2010</p>	<p>DOTG Board DOTG Staff</p>	<p>Complete</p>	<ul style="list-style-type: none"> • DOTG is closely involved with the continued development of both the off-street and on-street paid parking systems

Downtown: On the Go!
Draft 2010 – 2015 Work Plan

<p>F. Recruit a car-sharing service to downtown Tacoma</p>	<ul style="list-style-type: none"> • Work with public agency and private sector partners to recruit a car-sharing service to Tacoma • Better understand downtown Tacoma as a potential market for car-sharing, and work to ready that market • Should a car-sharing service locate in downtown, work with stakeholders to locate cars, roll out service, market and promote service, and provide incentives for participation 	<p>Jan 2010 – Dec 2015</p>	<p>DOTG Staff City of Tacoma DOTG Board</p>	<p>In progress</p>	<ul style="list-style-type: none"> • Demonstrate interest from DOTG Board and broader downtown to a viable car-sharing service • Work with the City and other stakeholders in locating cars in the downtown • Successfully establish a car-sharing service in Downtown Tacoma
--	--	----------------------------	---	--------------------	--

II. TRANSIT

Goal: Increase the percentage of downtown employers commuting by transit					
✓ Increase the existing downtown transit mode split from 6.5% (2009) to 11% (2015)					
Objectives	Programs	Timeline	Responsibility	Status	Success Measures/ROI
A. Increase the number of downtown employers subsidizing transit passes for their employees	<ul style="list-style-type: none"> Support strategic sales of transit passes to downtown businesses, including those not affected by CTR regulations – target stakeholders groups and large office buildings (property owners) Offer additional incentives to downtown businesses that provide transit benefits Target mailings of marketing materials to downtown businesses 	Jan 2010 – Dec 2015	Pierce Transit DOTG Staff DOTG Board	In progress with Pierce Transit – currently targeting Board orgs	<ul style="list-style-type: none"> Conduct personal visits to 40 small businesses per year (combined effort of Pierce Transit and DOTG) All businesses involved in DOTG Board subsidize some form of ORCA for employees
B. Evaluate development of a “downtown specific” transit pass	<ul style="list-style-type: none"> Assess creation of a downtown annual ORCA pass that would be marketed and towards downtown businesses (e.g., PASSport, FlexPass) Establish a downtown outlet for DOTG transit pass sales 	June 2010 – June 2012	DOTG Board Pierce Transit DOTG Staff		<ul style="list-style-type: none"> Launch of new DOTG pass program Locate, launch, and establish a “retail” one-stop for downtown transit pass sales
C. Increase use and awareness of Pierce Transit and Sound Transit buses, light rail, and trains and routes among downtown employers and employees	<ul style="list-style-type: none"> Begin “pilot” group of small businesses (under 100 FTE’s) that complete Transportation Plans (see VII. Outreach) Gather downtown “geocode” address information among these businesses and current DOTG partners to identify downtown employee residential origins Use geocode information to target transit-related communication among participating businesses and advocacy efforts of DOTG 	Jan 2010 – Dec 2010 and ongoing	DOTG Staff Pierce Transit	In progress	<ul style="list-style-type: none"> At least 10 participating businesses in pilot with pilot expandable in 2011 and beyond Geocode address information results in improved delivery of transit routing and use of information for the benefit of participating downtown employees
D. Advocate for high quality transit service to and within downtown Tacoma	<ul style="list-style-type: none"> Write a DOTG transit philosophies and priorities (i.e. transit “treatise”) that establishes DOTG’s transit related priorities 	March 2010 – Dec 2010	DOTG Board DOTG Staff	Expected spring 2011	<ul style="list-style-type: none"> Transit philosophies and priorities are developed and used to guide DOTG advocacy efforts

Downtown: On the Go!
Draft 2010 – 2015 Work Plan

	<ul style="list-style-type: none"> Review Pierce Transit Redesign Plan and develop a DOTG position and response 	April 2010	DOTG Board DOTG Staff	Complete Spring 2010	<ul style="list-style-type: none"> DOTG develops a response to PT's redesign plan
	<ul style="list-style-type: none"> Advocate for transit system improvements, including "Where's My Bus Technology" and safety improvements 	Jan 2010 - Dec 2010 and ongoing	DOTG Board DOTG Staff	In progress	<ul style="list-style-type: none"> Specific improvements to downtown transit routing and infrastructure are accomplished as a result of DOTG advocacy efforts
	<ul style="list-style-type: none"> Advocate for regional transit connections and Link improvements and expansion 	July 2010- Dec 2011 and ongoing	DOTG Board DOTG Staff	In progress	<ul style="list-style-type: none"> Specific improvements to downtown regional connections and ST infrastructure are considered and/or accomplished as a result of DOTG advocacy efforts

III. RIDESHARING

Goal: Increase the percentage of downtown employees commuting by vanpools and/or carpools to Downtown Tacoma
 ✓ Increase the existing downtown vanpool mode split from 1% (2009) to 3% (2015) and carpool mode split from 8 % (2009) to 10% (2015).

Objectives	Programs	Timeline	Responsibility	Status	Success Measures/ROI
A. Explore rideshare opportunities for downtown employees	<ul style="list-style-type: none"> Use geocode data and map information to assist businesses with carpool/vanpool matches 	Jan 2010 – Dec 2010 and ongoing	DOTG Staff Pierce Transit	In progress	<ul style="list-style-type: none"> Conduct targeted outreach to businesses providing geocode information that encourages ridesharing among employees living near one another
	<ul style="list-style-type: none"> Partner with Pierce Transit’s vanpool program to communicate vanpool program options and incentives to downtown employers, especially those within the same building 	Jan 2010 – Dec 2010 and ongoing	DOTG Staff Pierce Transit	In progress	
	<ul style="list-style-type: none"> Explore the feasibility of carpool/vanpool options/incentives with Pierce Transit 	Jan 2011 – Dec 2011	DOTG Staff Pierce Transit		
B. Explore options for on-street carpool/vanpool permits with paid parking roll-out	<ul style="list-style-type: none"> Explore a carpool/vanpool permit purchase program for on-street parking 	Jan 2010 – Dec 2010	DOTG Staff		<ul style="list-style-type: none"> Research further an on-street parking permit program for vanpools and carpools

IV. BIKE COMMUTING

Goal: Increase the percentage of commuter bike trips to Downtown Tacoma					
✓ Increase the existing downtown bicycle mode split from < 1% (2009) to 2% (2015)					
Objectives	Programs	Timeline	Responsibility	Status	Success Measures/ROI
A. Increase the number of bike accessible sites by increasing short and long term parking	<ul style="list-style-type: none"> Conduct an inventory of both public and private bike parking availability and type in key locations 	Jan 2010 – Dec 2010	DOTG Staff City of Tacoma		<ul style="list-style-type: none"> Complete bike assessment inventories of at least 5 key downtown properties with high employment rates
	<ul style="list-style-type: none"> Initiate/coordinate a bicycle rack and locker/cage rental program to establish additional bike parking on downtown public and private properties 	Jan 2011 – Dec 2015	DOTG Staff City of Tacoma	Expected spring 2011	<ul style="list-style-type: none"> Provide an assessment and upgrade plan (as necessary) to owners of the sites assessed Upgrade identified facilities to provide commute bike parking capacity to at least 3% of on-site employees Establish enough infrastructure to improve the bicycle mode split by at least 1% by the end of 2015
	<ul style="list-style-type: none"> Partner on a downtown wayfinding campaign that establishes wayfinding from bicyclists' points of entry into the downtown 	Jan 2012 – Dec 2012	DOTG Staff City of Tacoma		<ul style="list-style-type: none"> The wayfinding campaign successfully directs bicyclists to downtown bike parking amenities and points of interest
B. Develop an education and encouragement campaign for downtown bike commuters	<ul style="list-style-type: none"> Co-sponsor Bike Month activities with the City of Tacoma and Pierce Transit Host bicycle related events for downtown bicycle commuters 	May 2010 and ongoing	DOTG Staff City of Tacoma	Sponsored 2010 Bike Month commuter lunch; planning for 2011 Bike Month in progress	<ul style="list-style-type: none"> Three bike related events annually (e.g., Bike to Work Day, Summer Bike Rides, Brown Bag speakers series, etc.) are hosted or co-hosted by DOTG
	<ul style="list-style-type: none"> Initiate a program to encourage downtown commuter bicycling and provide or subsidize bicycling incentives for downtown employees Establish a DOTG bicycle committee for the purpose of achieving the objectives 	June 2011 – Dec 2015	DOTG Staff City of Tacoma		<ul style="list-style-type: none"> Incentive program established and funded Bike information and assistance program implemented as a DOTG service

Downtown: On the Go!
Draft 2010 – 2015 Work Plan

	of the work plan				
	<ul style="list-style-type: none"> • Create a downtown commuter bike parking map 	Jan 2012 – Dec 2012	DOTG Staff City of Tacoma		<ul style="list-style-type: none"> • Downtown bike parking map created
	<ul style="list-style-type: none"> • Partner with the City of Tacoma on the development of their <i>Safe Routes to Employment Program</i> 	July 2010 - July 2012	DOTG Staff City of Tacoma		<ul style="list-style-type: none"> • Safe Routes to Employment Program is developed and marketed to downtown businesses as a resource for commuters
C. Advocate for downtown infrastructure that supports bicyclists and increases safety	<ul style="list-style-type: none"> • Write bicycle philosophies and priorities (i.e. bicycle “treatise) that establishes DOTG’s bicycle related priorities 	March 2010 – Dec 2010	DOTG Board DOTG Staff City of Tacoma	Expected spring 2011	<ul style="list-style-type: none"> • Bicycle philosophies and priorities are developed and used in guiding DOTG advocacy efforts
	<ul style="list-style-type: none"> • Advocate for or find opportunities for infrastructure that improves the quality and safety of cycling to work, such as bicycle sensors at stop lights, access to showers, striping, etc. 				<ul style="list-style-type: none"> •
	<ul style="list-style-type: none"> • Review the City of Tacoma’s Mobility Master Plan and develop a DOTG response 	Jan 2010 – June 2010	DOTG Board DOTG Staff	Complete spring 2010	<ul style="list-style-type: none"> • DOTG develops a response to the City’s Mobility Master Plan
	<ul style="list-style-type: none"> • Use geocode address data and map information to inform DOTG advocacy efforts 	Jan 2010 – ongoing	DOTG Staff DOTG Board		<ul style="list-style-type: none"> • Geocode address data and map information are used to guide DOTG’s bicycle related efforts in the downtown

V. PEDESTRIAN COMMUTING

Goal: Increase the percentage of commuter walk trips to Downtown Tacoma					
✓ Increase existing downtown pedestrian mode split from 2% (2009) to 3% (2015)					
Objectives	Programs	Timeline	Responsibility	Status	Success Measures/ROI
A. Improve the downtown pedestrian environment	<ul style="list-style-type: none"> Work with City of Tacoma to complete an assessment of key pedestrian crossings in downtown and develop capital improvements priorities 	Jan 2011 – Dec 2011	DOTG Staff City of Tacoma		<ul style="list-style-type: none"> Completed pedestrian environment assessment Pedestrian environment recommendations are transmitted to the City of Tacoma and Pierce Transit Incorporate results from assessment into DOTG proposed <i>Downtown Tacoma Transportation Plan</i> (see I. All Modes) Improve infrastructure to improve the pedestrian mode split by at least 1% by the end of 2015
	<ul style="list-style-type: none"> Work with Pierce Transit to assess condition of all transit shelters in the downtown (e.g., cleanliness, shelter from weather, lighting, etc.) 	Jan 2011 – Dec 2011	DOTG Staff Pierce Transit		
B. Develop an education and encouragement campaign for downtown pedestrian commuters	<ul style="list-style-type: none"> Develop DOTG downtown walking maps and use these to organize two walking events per year. Offer maps stands and maps to downtown merchants 	Jan 2010 – Dec 2010	DOTG Staff City of Tacoma	Maps complete; Six events complete; Planning in progress for a spring 2011 event	<ul style="list-style-type: none"> Downtown walking maps completed Two walking events organized and/or held per year. Map stands and maps available at 25 or more downtown merchant locations Two walk related events annually (e.g., Summer Walks, Brown Bag speakers series, etc.) hosted or co-hosted by DOTG Pedestrian information and assistance program implemented as a DOTG service Incentive program established and funded
	<ul style="list-style-type: none"> Initiate a program to encourage downtown pedestrian activity and provide or subsidize walking incentives for downtown employees 	June 2011 – Dec 2015	DOTG Staff City of Tacoma		
C. Advocate for downtown infrastructure that supports pedestrians	<ul style="list-style-type: none"> Write pedestrian philosophies and priorities (i.e. pedestrian “treatise”) that establishes DOTG’s bicycle related 	March 2010 – Dec 2010	DOTG Board DOTG Staff City of Tacoma	Expected spring 2011	<ul style="list-style-type: none"> Pedestrian philosophies and priorities are developed and used in guiding DOTG advocacy efforts

Downtown: On the Go!
Draft 2010 – 2015 Work Plan

and increases safety	priorities				
	<ul style="list-style-type: none"> Review the City of Tacoma Mobility Master Plan and develop a DOTG position 	Jan 2010 – June 2010	DOTG Board DOTG Staff	Complete spring 2010	<ul style="list-style-type: none"> DOTG develops a response to the City's Mobility Master Plan
	<ul style="list-style-type: none"> Partner on a downtown wayfinding campaign that establishes wayfinding from pedestrian points of entry into the downtown 	Jan 2012 – Dec 2012	DOTG Staff City of Tacoma		<ul style="list-style-type: none"> The wayfinding campaign successfully directs pedestrians to downtown points of interest

VI. TELEWORK / CWW

Goal: Increase the percentage of downtown employees teleworking or using compressed work week
 ✓ Increase existing downtown telework mode split from 1.5% (2009) to 4.0% (2015) and compressed work week mode split from .8% (2009) to 1% (2015).

Objectives	Programs	Timeline	Responsibility	Status	Success Measures/ROI
A. Offer telework support to Downtown employers	<ul style="list-style-type: none"> Promote as a ready resource the information available through the Kitsap Telework Project and other sources 	July 2010 – Dec 2015	DOTG Staff	Expected January 2011 via website	<ul style="list-style-type: none"> Resources are available for Downtown businesses Telework information sessions are offered to Downtown executives Grant funding pursued
	<ul style="list-style-type: none"> Provide basic informational telework sessions to Downtown executives to assess interest in telework 	July 2011 - June 2012	DOTG Staff		
	<ul style="list-style-type: none"> Continue to pursue grant funding for a full fledged telework support program 	Jan 2010 – Dec 2015	DOTG Staff City of Tacoma		
B. Advocate for state dollars allocated to telework projects	<ul style="list-style-type: none"> Continue attendance at state CTR board meetings and TMA network meetings 	Jan 2010 – Dec 2015	DOTG Staff	Ongoing	<ul style="list-style-type: none"> Information regarding telework legislation is communicated to the Transportation DOTG Board, and partners are able to organize advocacy efforts as they see fit
	<ul style="list-style-type: none"> With DOTG Board support, write letters on behalf of the DOTG Board when opportunities for telework support at the state level arise 	Jan 2010 – Dec 2015	DOTG Board		

VII. OUTREACH & COMMUNICATION

Goal: Increase employer and employee awareness of both alternate commute options and Downtown: On the Go! as a one-stop shop for downtown transportation

- ✓ Improve mode splits in all non-SOV choices through extensive outreach to employers and employees
- ✓ Communicate the DOTG Program’s role as a one-stop shop for transportation knowledge, resources, and advocacy efforts

Objectives	Programs	Timeline	Responsibility	Status	Success Measures/ROI
A. Develop a <i>DOTG Communication Plan</i> that promotes downtown specific transportation programs and services	<ul style="list-style-type: none"> • Build a DOTG Communication Plan that identifies communication objectives and strategies, key audiences and messages, and tools to get at those audiences • Use this plan as a subplan of the DOTG work plan specific to communication 	Jan 2010 – Dec 2010	DOTG Staff	Complete	<ul style="list-style-type: none"> • DOTG Communication Plan complete and used to guide the website and other communication materials
	<ul style="list-style-type: none"> • Develop DOTG Program printed materials that support and encourage multimodal transportation options • Develop DOTG Board printed materials that communicate the DOTG Board’s role to employers and leaders • Ensure that outreach and education also targets specific groups that are less likely or willing to use commute options 	April 2010 – Dec 2010 and ongoing	DOTG Staff DOTG Board City of Tacoma Pierce Transit	Expected winter 2011	<ul style="list-style-type: none"> • Program and DOTG Board materials are created, printed, and effectively distributed
	<ul style="list-style-type: none"> • Create at least 6 business case studies of “successful” employer alternate commute programs 	Jan 2010 – June 2010	DOTG Staff DOTG Board	In progress; 4 complete	<ul style="list-style-type: none"> • Business case studies are written, included in newsletters, and used in other marketing materials
	<ul style="list-style-type: none"> • Garner outside attention and media for the work and accomplishments of Downtown: On the Go! 	Jan 2010 – Dec 2010 and ongoing	DOTG Staff DOTG Board City of Tacoma Pierce Transit	Ongoing	<ul style="list-style-type: none"> • Outreach efforts (including letters to the editor, etc.) are successfully made to major publications such as the Puget Sound Business Journal, TNT, the Business Examiner, etc.
	<ul style="list-style-type: none"> • Establish a Downtown: On the Go! website – a one-stop shop for downtown transportation information – and social media strategy 	Jan 2011 – Dec 2012	DOTG Staff DOTG Board City of Tacoma Pierce Transit	Expected winter 2011	<ul style="list-style-type: none"> • A DOTG one-stop shop website is created • A social media strategy is identified and put into practice
	B. Develop a physical	<ul style="list-style-type: none"> • Explore opportunities for creating a 	Jan 2011 –	DOTG Staff	

Downtown: On the Go!
Draft 2010 – 2015 Work Plan

means of consistent communication about DOTG programs, resources, events, and alternate commute options	<p>transportation “hub” for downtown, partnering with other transportation and land use agencies</p> <ul style="list-style-type: none"> Establish a Downtown: On the Go! “transportation store” as the hub storefront that provides access to DOTG and partners programs and resources 	Dec 2011		Underway	<ul style="list-style-type: none"> Goals and expected outcomes for creating the hub are agreed upon by partners A physical location is identified and rented Launch DOTG hub/transportation store in central downtown location
	<ul style="list-style-type: none"> Work with downtown buildings to locate informational “lobby kiosks” for distribution of brochures, route maps, event info, and other DOTG information 	Jan 2011 – June 2012	DOTG Staff DOTG Board City of Tacoma Pierce Transit	Pursuing in 2011	<ul style="list-style-type: none"> Location of up to 6 Downtown: On the Go! lobby kiosks as a means to distribute informational and marketing materials Easily promote events to a large number of employees and impact event attendance
C. Develop a Small Employer Transportation Plan Program	<ul style="list-style-type: none"> Create a <i>Transportation Plan Pilot Program for Small Business</i> that recruits 10 businesses with under 100 FTEs (non-CTR mandated) to build transportation plans for their employees that support and encourage alternate commute options 	Jan 2010 – Dec 2011	DOTG Staff External Partners	Expected spring 2011	<ul style="list-style-type: none"> A pilot program is built that includes 10 small businesses, including survey of businesses, designation of an ETC, and building of a transportation plan tied to an organization’s and DOTG’s specific goals Expand Pilot Program beyond 2010 to at least 10 businesses per year and 50 more total by the end of 2015
D. Conduct employee/employer outreach programs, as well as program that reach out to additional groups whose daily lives are downtown (i.e residents, students, etc.)	<ul style="list-style-type: none"> Develop a DOTG incentive program for all modes Develop a DOTG reward program for businesses successful in their alternate commute efforts Develop a “leadership rides” program, in which downtown business leaders are encouraged to and rewarded for taking alternate forms of transportation Offer informative presentations at downtown businesses’ staff meetings 	June 2010 – Dec 2011	DOTG Staff	Ongoing, focused in 2011	<ul style="list-style-type: none"> Create a deliberate and successful incentive program Create a deliberate and successful reward program Business leaders use the “leadership rides” program as an opportunity to set an example for their employees Conduct at least 10 staff meetings per year
	<ul style="list-style-type: none"> Host and/or partner on transportation events & forums 	Jan 2010 – Dec 2011	DOTG Staff	In progress, 3 complete	<ul style="list-style-type: none"> Host or co-host at least 4 transportation events or forums per year
	<ul style="list-style-type: none"> Create a support network for downtown ETCs and/or provide ETC services 	Jan 2011- Dec 2011	DOTG Staff	Expected spring 2011	<ul style="list-style-type: none"> A support network for downtown ETCs is created ETC services program offered through

Downtown: On the Go!
Draft 2010 – 2015 Work Plan

	<ul style="list-style-type: none"> Write monthly DOTG newsletters 	Ongoing	DOTG Staff	Ongoing; 15 complete	<p>DOTG</p> <ul style="list-style-type: none"> Produce 10-11 monthly newsletters per year
E. Conduct outreach to leadership and special interest groups	<ul style="list-style-type: none"> Complete one-on-one meetings with Tacoma and downtown leaders such as City Council members, City/PT/Chamber leaders, etc. Complete presentations to downtown groups such as the Downtown Merchants' Group, City Center Luncheons, etc. 	Ongoing	DOTG Staff	Complete but ongoing (13 meetings completed in 2010; 3 in 2011)	<ul style="list-style-type: none"> One-on-one meetings are conducted and leadership support gained for DOTG efforts

VIII. ORGANIZATIONAL DEVELOPMENT

Goal: Develop an organization that effectively supports and advocates the long-term economic vitality and livability of the downtown

- ✓ Establish a stable funding base for DOTG as an organization
- ✓ Grow the number of downtown organizations participating in the DOTG DOTG Board and Program
- ✓ Establish the DOTG DOTG Board as a viable and dynamic stakeholder in downtown transportation related decisions

Objectives	Programs	Timeline	Responsibility	Status	Success Measures/ROI
A. Operate an efficient, representative and effective transportation management program and organization for downtown	<ul style="list-style-type: none"> Complete Phase II of Downtown: On the Go!, establishing the vision, mission, goals, and 2010-2015 work plan of Downtown: On the Go! 	Jan 2010 – Dec 2010	DOTG Board DOTG Staff	Complete spring 2010	<ul style="list-style-type: none"> Phase II effort 2010 tasks completed, laying the foundation for the future programs and services of the Downtown: On the Go! Program & DOTG Board A leadership model is identified and established
	<ul style="list-style-type: none"> Finalize the leadership structure necessary to guide Downtown: On the Go! 	Jan 2010 – Dec 2010	DOTG Board DOTG Staff	Complete spring 2010	
	<ul style="list-style-type: none"> Finalize the organizational format and DOTG Boards necessary to launch Downtown: On the Go! as a formal organization 	Jan 2010 – Dec 2010 and ongoing	DOTG Board	Complete fall 2010	
	<ul style="list-style-type: none"> Begin Phase III: Implementation of DOTG to include establishment of a Board, delivery of services, establishment of a website and consistent marketing mechanisms, and ongoing development of DOTG as an organization 	Sept 2010 – Dec 2015	DOTG Board	Ongoing, Phase III started	<ul style="list-style-type: none"> The success measures of the DOTG work plan are largely achieved Services are successfully delivered to employers, employees, and residents DOTG is a respected organization in Tacoma's downtown and a key stakeholder in transportation
B. Identify a sustainable funding model	<ul style="list-style-type: none"> Identify and procure a stable funding model that is a true public/private DOTG Board 	Jan 2010- Dec 2010	DOTG Board	Winter 2011 and winter 2012	<ul style="list-style-type: none"> Long-term funding is identified and funding procured
C. Develop committees that support the work of the Downtown: On the Go! Program	<ul style="list-style-type: none"> Develop an executive committee of the Board Determine standing committee focus, make-up, and meeting schedules to support the priorities of the DOTG DOTG Board and Program 	July 2010 – July 2011 and ongoing	DOTG Board DOTG Staff	Expected winter 2011	<ul style="list-style-type: none"> Committees determined that further the mission and priorities of DOTG
D. Explore the feasibility	<ul style="list-style-type: none"> Develop by-laws and learn more about 	Jan 2011 –	DOTG Board		<ul style="list-style-type: none"> By-laws developed

Downtown: On the Go!
Draft 2010 – 2015 Work Plan

and necessity of becoming a freestanding (unaffiliated) TMA.	the process of becoming a freestanding TMA.	July 2015	DOTG Staff		
--	---	-----------	------------	--	--