

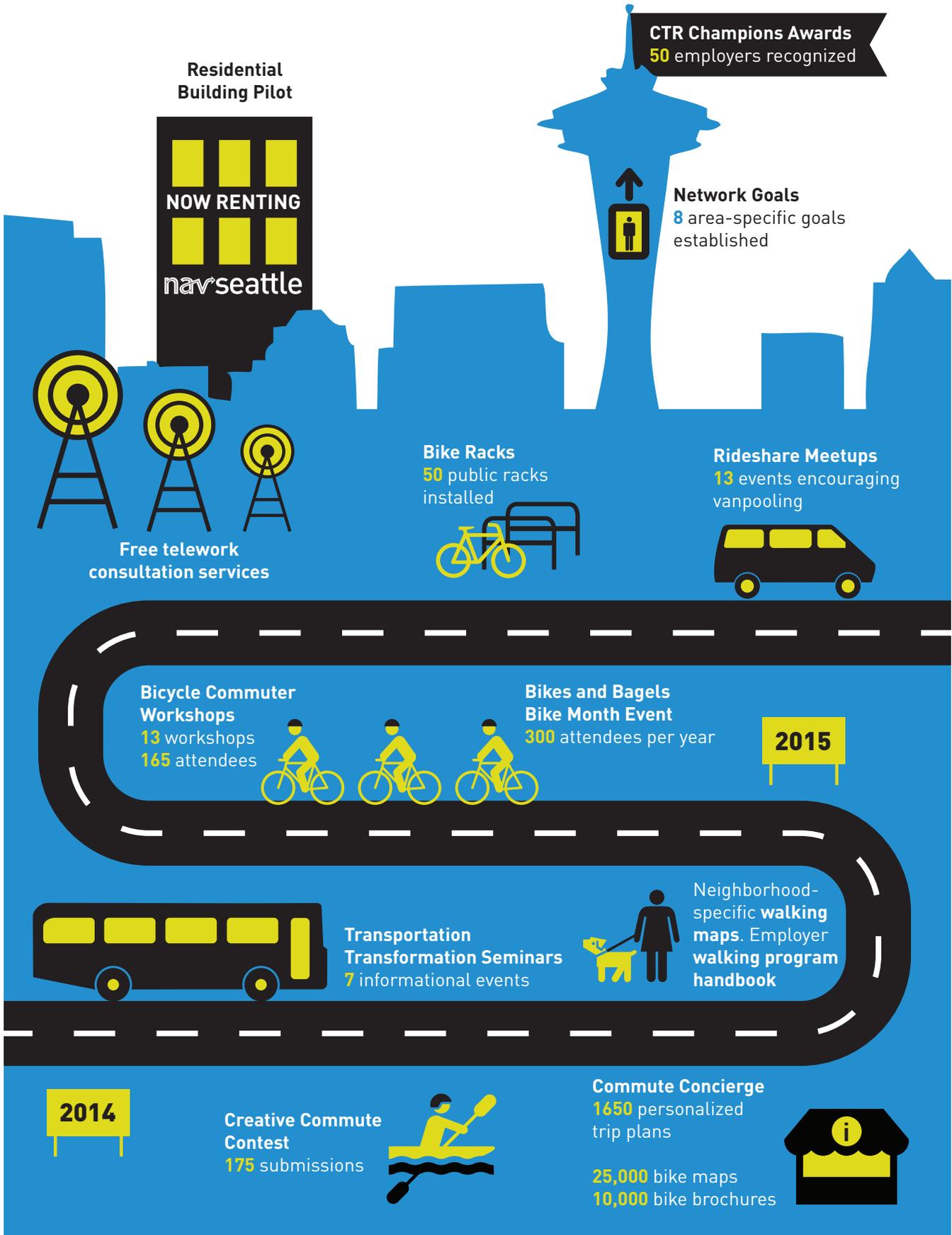
Seattle Department of Transportation

SEATTLE'S COMMUTE TRIP REDUCTION ALTERNATE PLAN



Two Year Report to the WA State CTR Board, December 2015

SEATTLE'S CTR PROGRAM ACTIVITIES 2014-2015



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EXECUTIVE SUMMARY

In 2013 the Washington State CTR board approved the Seattle Alternate Plan, with the goal of achieving greater trip reductions by allocating resources in areas with the highest potential. Survey results show that Seattle's plan is working: throughout the City the drive alone rate (DAR) among CTR-affected employers is decreasing, with more significant impacts in areas with the most employment growth.

The Seattle Alternate Plan developed location-specific DAR goals, or "Network Goals," which established realistic targets based on available transportation infrastructure and past employer performance, as measured through past CTR data collection. Employers have provided us with positive feedback about the empowerment of working towards localized and achievable trip reduction goals.

To support and motivate employers in their efforts to meet or maintain DAR goals, we have implemented programming that encourages peer-to-peer learning among CTR employers. Programming is tailored to the needs of different networks and travel markets. We have partnered with public agencies, non-profits, and other organizations to educate employers and employees about available commute options and how to take advantage of them. Together, these partnerships provide the tools for Seattle employers and employees to both offer and adopt new commute options.

The Seattle CTR program goals reflect larger citywide policies and initiatives, including both the Seattle Climate Action Plan and Move Seattle, and support activities that reduce reliance on single occupant vehicle travel. Furthermore, through the expanded Growth Transportation Efficiency Centers (GTEC) approach we offer CTR programming to employers of all sizes in Center City, which contains Seattle's core urban neighborhoods and central business district. We are also piloting a residential building program aimed at influencing commute and non-commute travel choices at the trip source.

The two year results for the Seattle Alternate Plan are positive. Impacts are strongest in Center City, which is halfway toward 2017 DAR goals. Outside Center City, CTR employers are lagging behind the achievements in Center City, with a minor DAR reduction to date.

Looking ahead to the next two years of the Alternate Plan, we will continue to strengthen the integration of CTR strategies into other City programming, continue to pilot our residential program, and increase overall effectiveness through monitoring and refinement of individual CTR program elements. We will leverage increases in City transit services and transportation infrastructure investments to achieve greater trip reductions citywide, and build on the positive reduction in DAR already demonstrated. We will also implement more direct interventions to assist employers whose performance is lagging, and work with employers relocating to the City.

PROGRAM ELEMENTS & ACHIEVEMENTS

The goal of Seattle's Commute Trip Reduction (CTR) Alternate Plan is to achieve greater performance at reducing drive-alone trips by building on existing successes and testing new interventions that decrease the current drive-alone rate (DAR). To achieve this goal our program supports strategies to:

- Expand GTEC programming in Center City
- Create worksite goals and targets that respond to local conditions
- Develop programming to assist employers beyond minimum compliance
- Leverage local regulations and programs with common goals
- Pilot residential programs to capture all trips

The goal of the CTR program is consistent with the goals and objectives of the City's Move Seattle and Climate Action plans. In March 2015, Mayor Murray announced the City's ten-year strategic vision for transportation (Move Seattle). The Move Seattle strategy provides a holistic transportation approach, linked to land use that integrates the City's modal plans (bicycle, pedestrian, transit, and freight plans). A key element of Move Seattle is increasing access to tools that will provide residents and commuters an easy to use, reliable transportation system that gives the options they want when they need them. Seattle's Alternate Plan works with both employers and multifamily residential property owners to increase access to transportation options and high quality services that are more affordable than car ownership. Seattle's Climate Action plan sets the goal of reducing greenhouse gas (GHG) emissions by 91% in the City by 2050. The Climate Action plan identifies passenger vehicle emissions as the largest contributor to Seattle's GHG. The

Alternate Plan supports the reduction of GHG emissions by encouraging the use of travel options that lower vehicle miles traveled (VMT), and thus reduce the climate impact of Seattle's transportation system.

The Alternate Plan refocuses our CTR program from being a regulatory requirement for large employers into a program that delivers high value services that support employers in achieving their trip reduction and business goals. Through the flexibility provided in the plan, we have been able to implement strategies that support working with new markets, including small employers, property managers, and multifamily residences. These strategies create a more holistic programming approach, and increase our influence and reach within the larger travel market. Further, Seattle's CTR program continues to play a vital role in the City's long range transportation and environmental initiatives.

TAILORED PROGRAMMING

Seattle's Alternate Plan provides us with an opportunity to:

- Focus resources on areas with the greatest potential for trip reduction
- Develop location specific programming that leverages commuter trends and other transportation investments
- Develop direct services to help employers achieve trip reduction and business goals

Further, as the City implements its Alternate Plan, we have worked with our partners (King County Metro, the Downtown Seattle Association [DSA], Commute Seattle, Feet First, and Cascade Bicycle Club) to develop value added, location driven programming citywide.

Location Based Goals & Programming

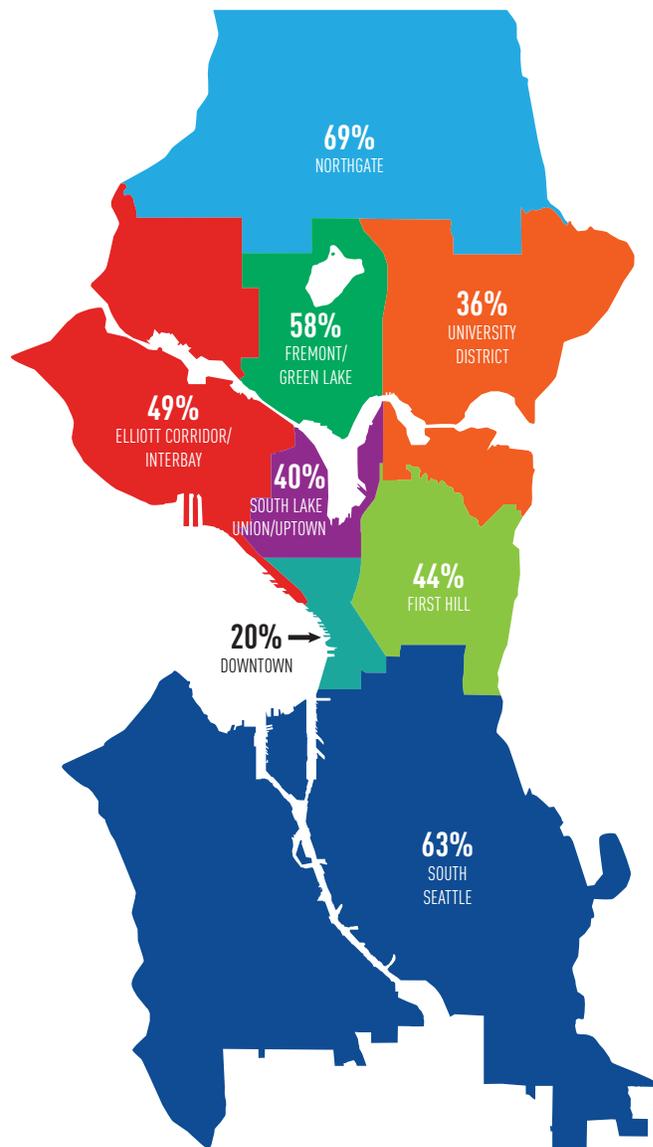
Worksite location greatly influences commute patterns through access to available transportation infrastructure and services. We analyzed CTR data and employer locations to develop network-specific goals and programming that was more responsive to local conditions, and leverage emerging commuter trends and needs. Eight geographic areas, called “Network Groups” have specific DAR goals that employers within each network will work to achieve by 2017. The CTR network goals were created to be achievable by any employer located within the network area. By leveraging the attainability of these goals we will be able to reduce a significant number of drive-alone trips.

Programming ranged from targeted mode-shift support and encouragement, to general commute planning assistance. Over the past two years we launched Commute Concierge, a commute planning assistance service, sponsored annual transportation events such as Bike To Work Month, developed and distributed informational materials to support employer walk and biking programs, and led regular Network Meetings with employer ETC’s.

“The new CTR worksite goals are realistic and relevant to our organization. By having goals that are attainable and take into consideration our location, we have been able to increase organizational support for our program that now views the goals as a challenge that we want to rise up and meet.”

KATHY JOHNSON

Employee Transportation Coordinator,
South Seattle School District



Seattle’s CTR Network Areas and Goals

CTR survey data shows that walking is a growing trend in Seattle’s First Hill and Fremont neighborhoods. We partnered with Feet First to develop two employer-based walking maps for these neighborhoods as well as an employer walking program handbook. The walking maps will include routes that connect commuters to transit, local areas of interest, wellness walks, and walks for hosting “walking meetings.” The walking program handbook will provide employers with a guide on how to implement a successful walking program at their work place, including best practices for program development

and evaluation, steps for designing walking routes, and other walking program resources.

Building on the success of the first “Rideshare Meetup!” in South Lake Union, we partnered with King County Metro Rideshare Operations to develop a series of citywide “Rideshare MeetUp!” events in locations that have a demonstrated need for rideshare services, based on recent CTR survey data. In 2015 we hosted 13 citywide events that educated commuters on the benefits of carpooling and vanpooling along with ridesharing opportunities in their neighborhood.

Expanded GTEC Services in Center City

The Alternate Plan identifies the Center City neighborhoods as target areas to optimize performance through strategies customized to these unique markets. Working through our partnership with the DSA, we have strengthened our relationship with Commute Seattle* to provide GTEC programming to employers of all sizes in these target areas. Commute Seattle emphasizes a business-to-business, customer-centric strategy, acting as a single point of contact to deliver information and outreach for mobility options to all Center City employers and property owners. This partnership has helped the City reach a larger commuter audience through turn-key programming highlighted by Commute Seattle’s Transportation Transformations seminar, Bikes and Bagels event, and the Creative Commute contest.

The Transportation Transformations seminar invites experts to explain complex transportation systems to stakeholders and provide context for worksite specific transportation needs and developments. The seminars are available to all downtown employers and property owners and have attracted over 60 attendees from the business community at a single meeting.

* SDOT contracted with Commute Seattle to deliver CTR services in Center City on behalf of SDOT.

Bikes and Bagels is an annual bike month celebration that attracts over 300 attendees each year. This event promotes one of Seattle’s fastest growing commute modes by incentivizing downtown employees to consider bicycling to work and participate in the May Bike Challenge.

The Creative Commute contest invites Seattle commuters to creatively share how they commute to work using different travel options. The 2014 contest inspired 175 submissions ranging from YouTube videos, songs, and one-act plays. This campaign not only facilitates a citywide dialogue on commute options and trends, but also creates a resource of publically accessible peer testimonials for employers to use in transportation program promotions.

Direct Employer Services

Employer trip reduction resources can be limited; thus, Seattle’s CTR program partners with service providers to develop programming that delivers direct assistance to employers to help them reach their goals. By working with our partners we are able to maximize available employer resources. These partnerships include working with the University of Washington to deliver the “Commute Concierge” personalized, multi-modal trip planning program, King County Metro Transit’s WorksSmart program to offer telework consultant services to Seattle employers, and Cascade Bicycle Club to deliver bicycle commuter workshops throughout the City.

“Commute Seattle’s partnership with the CTR program helps create a more economically viable downtown Seattle. The CTR program supports a downtown where commuters live more, drive less, and have greater access and mobility to and within the city.”

JESSICA SZELAG

Executive Director, Commute Seattle

The “Commute Concierge” program provides personalized, multi-modal, trip planning services to Seattle’s CTR-affected employers plus all employers in the Center City target area. In addition to offering trip planning services, this program provides employers with on-site trip consultations and workshops on how to implement a successful employer trip planning program. Between January and September of 2015, the Commute Concierge program completed 1,650 personalized commute plans, 16 on-site trip planning consultations, and conducted 4 trip planning employer workshops.

“By partnering with SDOT we’ve not only shared the benefits of the Commute Concierge program with employees across Seattle, but created a partnership that complements our own programs. Providing Commute Concierge services to other employers alongside the campus community means that we can balance the peaks and valleys inherent in school-schedule-based commute assistance to improve work-flow and sustainability of this new and exciting program.”

CELESTE GILMAN

Commute Options Manager, University of Washington Transportation Services

CTR survey data identified telework and compressed work week schedules as emerging trends in Seattle. Many top performing employers have strong telework and compressed work week programs. We partnered with King County Metro to offer free telework and compressed work week consultant services to all Seattle employers through their WorkSmart program. Services included program and policy development, manager and employee workplace training on successful telework strategies, and compressed work week program implementation. By the end of

June 2015 the partnership secured commitments from three employers and strong interest from an additional 15 employers, to work with WorkSmart to develop or enhance a workplace telework and compressed work week program.

Through our partnership with Cascade Bicycle Club we have delivered enhanced bicycle programming, including establishing employer competitive network leagues (reflecting the Network Goal geographies), and hosting a series of bicycle commuter classes. The network leagues enabled nearby employers to compete against one another for prizes as part of the Bike Month Challenge, giving employers opportunity to promote bicycle commuting while incentivizing employees to ride. Employers and property managers were invited to host on-site Bicycle Commuter Workshops to share bike commuting basics, safety and hands-on training on bike maintenance information with employees, at no cost to them. Over 165 commuters have already attended workshops, and even more employers and property managers have expressed interest in supporting this program in the future.



Expanding into New Markets

In 2014 we launched a pilot residential service program, NavSeattle, which is available to multi-family property managers and management companies. Through this program we plan to develop and implement travel program strategies tailored to multifamily buildings that generate residential and commute trips. To date we have established relationships with seven residential properties in the South Lake Union neighborhood to deliver services including tenant outreach and surveying to better understand residents' transportation preferences.

Beyond programming, the Seattle Department of Transportation (SDOT) is working with the Department of Planning and Development (DPD) during summer and fall of 2015 to develop Land Use Code revisions that support trip reduction goals. This work involves developing residential TDM program requirements as a condition of development for new multifamily residential buildings in Seattle, including potential requirements for transit passes or other transportation memberships in lieu of providing off-street parking.

“12th Avenue Arts’ tenants rate the Nav Seattle Transportation Fair ‘A’ for Awesome! Our tenants learned so much about transportation options; got their bikes tuned up and are really enjoying Pronto bike access. This event will definitely be on calendar next year! “

VALENCIA CHAMBERS MANORA
Building Manager, Capitol Hill Housing



INCREASED EMPLOYER ENGAGEMENT AND COLLABORATION

In 2015, we launched Seattle CTR Champions; an employer recognition program that rewards participating CTR employers for their transportation program accomplishments. This recognition program uses a rating system that awards points based on reductions in drive-alone commuting, transportation benefits offered to employees, and active engagement in the CTR program. We used CTR data provided by employers to award points, which helped us transform regulatory requirements in surveying and reporting into opportunities for employers to distinguish themselves among their peers. 92 business representatives attended the 2015 awards, which recognized 50 employers with high performing programs.

This program provides us with a more engaging platform to communicate to employers the value of different programs and strategies. Sharing best practices used by employers recognized through the CTR Champions program increases understanding among other CTR employers of what a successful program looks like. Since hosting the awards event in February of 2015 many underperforming employers have contacted us to learn how to improve their programs performance in order to receive recognition next year.



“KPFF is proud of our dedication to reducing our drive-alone rate and providing employees with support, options, and information to make their commutes as easy as possible. We are excited to participate in Seattle’s CTR program and to be recognized as a Platinum Level CTR Champion. We are motivated to continue engaging with Commute Seattle by attending network meetings, encouraging participation in events and campaigns, and seeking opportunities to further develop our transportation program.”

KELLY LESOING

Employee Transportation Coordinator,
KPFF Consulting Engineers

LEVERAGING OTHER CITY EFFORTS AND PROGRAMMING

Over the past two years Seattle’s CTR program has worked to leverage local programming and regulations with similar goals in order to influence travel markets beyond large employers. These efforts have included partnering with the SDOT Traffic Management Division to prioritize the installation of public bicycle racks near major employment centers; increasing the distribution of commuter education materials and real-time travel information; and leveraging CTR employer data to influence local regulations with similar trip reduction goals.

“Since SDOT assumed management of the CTR program, Impinj has experienced a huge increase in the communication, clarity and accountability of our program. I now feel like I know what types of programs/incentives are available to employees. I can easily contact SDOT with questions and get a friendly, immediate, and knowledgeable response. Partnering with specialist transportation organizations like Feet First and Cascade Bicycle Club has solidified transportation ‘alternatives’ as the future ‘mainstream’ and poised Impinj to take advantage of resources and knowledge.”

LEYA BARR
Facilities Manager, Impinj

The City’s CTR program partnered with SDOT’s Traffic Management Division to install 50 bike racks near buildings that implement a Transportation Management Plan (TMP) and buildings occupied by CTR-affected employers. These bike racks increased the amount of available public bicycle parking in downtown by 5.6%. Safe, accessible, and convenient bicycle parking in front of buildings with high trip demand encourages commuters to travel by bicycle instead of driving alone.

Education and information supports behavior change. Prior to the launch of the Alternate Plan, large employers were not included in the regular distribution of education materials. In the past two years we invested in printing additional bike maps to make them available to CTR employers, and distributed 25,000 bicycle maps and 10,000 “Seattle by Bike” brochures. Sharing these bike materials helps employers to increase bicycle commuting.

Measuring effectiveness of program elements is critical to maximizing the impact of CTR funds and the Seattle program. We provided support for a University of Washington research study into the effectiveness of Transit Screen. Transit Screen provides real-time transportation information (including transit, car share, and bike share services) to commuters on a screen located in a central area of an office building, such as the lobby. A baseline survey of both control and treatment buildings was completed in June of 2015. The information collected will be analyzed to measure the influence of real-time transportation information displays on commuter habits and perceptions of travel options. Understanding the value of real-time travel displays will assist us in helping employers and property owners implement innovative solutions that help change commuter habits.



“One of the many common goals between the Commute Trip Reduction Program and the Bicycle Master Plan is convenient and accessible bicycle parking in our Center City. By looking for gaps in the bike rack distribution downtown, this partnership was able to provide 50 additional bike racks adjacent to Commute Trip Reduction employers and prepare our downtown for the start of the Center City Bicycle Network project.”

SANDRA WOODS

City of Seattle Multimodal Program & Project Development Manager

We have worked to strengthen the alignment between our CTR and Transportation Management (TMP) programs by increasing commuter data support and analysis. We now use CTR data while reviewing new and updating TMPs to establish an appropriate DAR goal for a development and recommend effective location-specific TDM strategies. We also support City sustainability programs by providing data assistance to buildings working toward LEED certification and participating in the Seattle 2030 District’s building operations energy reduction challenge. We are also finalizing a CTR/TMP database that will continue the alignment of the two programs through an enhanced analysis of CTR and TMP commuter habits.



PERFORMANCE THROUGH 2014

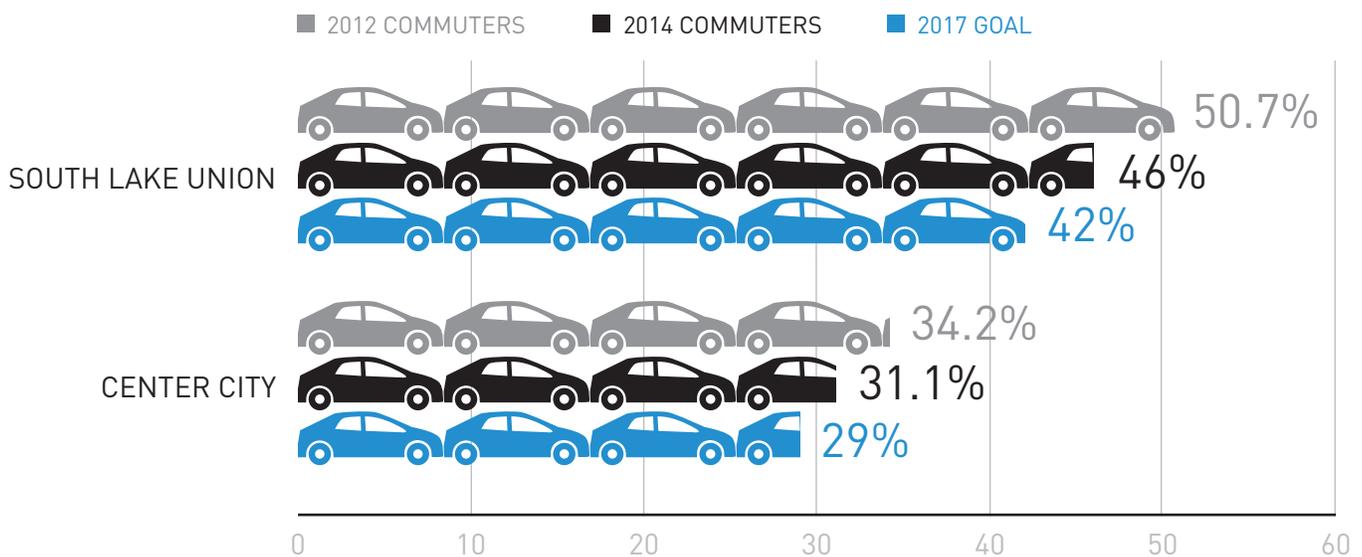
The Alternate Plan identifies total work trip DAR targets of 29% and 42% respectively for the Center City and South Lake Union neighborhoods by 2017. The measurement tool for these targets is Commute Seattle’s Center City Mode Split Survey, which blends CTR and non-CTR survey data for the entire Center City market, measures work trips trends over time.

Based on the 2014 Commute Seattle Center City Mode Split Survey, employer DARs are trending down. Survey results show a 31% DAR for all Center City work trips (down from 34% in 2012) and a 46% DAR for all South Lake Union work trips (down from 50.7% in 2012). This progress has been achieved even with the addition of 8,000 jobs in Center City since 2012.

The Alternate Plan also identifies a 10% reduction in citywide DAR between the 2012 baseline and 2017. The measurement tool for these targets is the State’s CTR survey tool.

Citywide, CTR employers are lagging behind the achievements in Center City. However, since 2012 large employers did reduce their overall DAR to 35.6% (down from 35.9% in 2012) even with an additional 35,105 weekly trips being made to CTR-affected sites. CTR survey data from 2013/2014 also shows that more employers are meeting their DAR targets; up from 40% in 2011 to 50% in 2013. The additional employers reaching their network goals have resulted in six out of the eight network areas reducing their overall DAR. We will use the 2015 survey cycle to target underperforming worksites with the greatest potential for trip reductions and provide additional assistance to help them achieve their network goals.

To date, the residential program has conducted baseline surveying to capture current residential commuter habits. A follow up survey is planned during the next two years that will measure NavSeattle’s influence on residential trip behavior.



Source: 2014 Commute Seattle Center City Mode Split Survey

OPPORTUNITIES AHEAD

Looking forward, the Seattle CTR program will leverage opportunities to achieve greater trip reductions, including upcoming City transportation infrastructure and services enhancements, ongoing growth in both the employment and residential markets, and the existing downward shift in DAR among smaller employers.

INCREASE IN TRANSIT SERVICE AND MULTI-MODAL INFRASTRUCTURE

The passage of Seattle's Proposition One in November 2014 provided funding for the City to purchase an additional 223,000 hours of transit service from King County Metro. Starting in June 2015 additional service will reduce overcrowding on busses and increase frequency and reliability of bus service in the City. Also in 2016, the First Hill Streetcar will begin service, connecting commuters to the regional transit system via Link Light Rail at the International District Station, and the Sounder Commuter Rail and Amtrak intercity rail at King Street Station. In 2016, additional connections will be added through the opening of Link Light Rail stations in Capitol Hill and at the University of Washington. These enhanced services and infrastructure will provide Seattle commuters with more transportation options than ever before.

In early 2015, the City launched its Vision Zero plan to improve safety for pedestrians and bicyclists by lowering speed limits, improving crosswalks and corridors, and increasing education about the rules of the road and the correct behavior. According to Commute Seattle's 2014 Center City Mode Split survey, non-motorized commutes have grown 7% since 2012. Walking trips to CTR-affected worksites have grown from 4% to 6.1% between 2011 and 2013 survey cycles. The safety improvements proposed in the Vision Zero plan will support the growing

commuter trend of increased walking and biking trips in the City.

LEVERAGING RESIDENTIAL AND EMPLOYMENT GROWTH

Commuter habits are hard to break; commuter and employer habits create a momentum that limits the effectiveness of trip reduction programming. However, periods of transition break that momentum and create opportunities to influence commuter choices. According to the Seattle Department of Planning and Development, 60,000 new residents and 50,000 new jobs are projected in the City over the next 10 years. The CTR program will leverage this projected growth by targeting the delivery of transportation services and programming to these audiences that are in a period of change and therefore most open to changing their commute behavior.

INCREASE IN USE OF TRAVEL OPTIONS BY SMALLER EMPLOYERS

Trips made to smaller employers make up the majority of the City's commuter market. This segment of the commuter population was primarily responsible for the downward shift in DAR in Center City between 2012 and 2014; according to Commute Seattle's 2014 Center City Mode Split survey, DAR trips made by these commuters decreased by 7.7%. We will work with partners to remove barriers that small employers face when trying to access transportation products such as the ORCA Passport for small employer and buildings. In addition, we will increase job access to low income residents by promoting the ORCA LIFT program. This program provides a reduced transit fare product that will help employees travel to work places that are unable to support an employer transportation program.

THE NEXT TWO YEARS

Seattle's Alternate Plan provides us with the flexibility to test new interventions to reduce drive-alone trips throughout Seattle. Over the next two years, we will continue to work with our partners to deliver direct services and programming that assists employers in meeting their trip reduction and business goals. Seattle's CTR program will focus on motivating employers through peer-to-peer influence established by location-based goals and the CTR Champions program. We will increase

CTR integration into City programming through leveraging local regulations and partnering with programs with similar trip reduction goals. In addition, we will continue our residential program pilot to create a more holistic approach that looks at all trips. Finally, we will leverage the increase in transit service and transportation infrastructure, anticipated growth in both residential and employment markets, and the downward shift in DAR of smaller employers to achieve greater trip reductions citywide.



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