

Transportation Management Program Review 2008

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Executive Summary

The Transportation Department initiated a review of Transportation Management Programs (TMPs) in 2007 due to the high level of development activity in the City and a desire to better understand the effectiveness of elements of the current TMP requirements, adopted in 1995. The following report details the findings of the review and proposes options for future direction.

What is a Transportation Management Program?

Transportation Management Programs are included in the transportation development code (Appendix A), and they require some property owners of newly constructed large buildings to implement automobile trip reduction programs. Specific requirements vary for each development and may include:

- Posting and distributing transit and ridesharing information
- Designating a transportation coordinator
- Providing preferential parking for carpools and vanpools
- Providing a \$15/month financial incentives for each carpool, vanpool, and transit commuter in the building
- Providing a Guaranteed Ride Home program for carpool, vanpool, and transit commuters

Downtown office developments have enhanced requirements such as providing commuter information for tenants having 50 or more employees, instituting lease agreements incorporating employee surveys and line item parking costs, providing a ridematching service, and demonstrating a 35 percent reduction in drive-alone commuting over an 11 year period.

How do TMPs fit into Transportation Demand Management goals?

The comprehensive plan goal for downtown drive-alone rates is 60 percent. A 2005 mode share survey found that downtown drive-alone rates were 71 percent. Under the state Growth and Transportation Efficiency Center program, Bellevue's Commute Downtown plan sets a goal of 5000 reduced automobile trips from by 2011. Since transit is only expected to accommodate 2400 trips, TMP carpool and vanpool requirements will be a major element in accommodating the remaining trips. TMPs also play a role in providing trip reduction programs for about 11,000 (31%) downtown employees who would not otherwise have such a program.

History

Thirty-five developments (mostly office) have been affected by TMPs since 1980. TMPs were codified in 1987, and updated in 1995. Recent and pending agreements, developments in review, and expected developments add 28 new TMPs for a potential total of 63 TMPs (69 percent downtown). A complete list of these developments is provided in Appendix B.

Performance

Out of the 13 buildings that have a designated performance measure, 4 of the buildings are meeting it, another 4 buildings have only baseline data, 1 building measured an increase in drive alone rates, and the last 4 buildings decreased drive-alone rates, but have not met their performance goals.

Since most TMPs do not have designated performance measures, performance measurements for each site were based on compliance rates for comparison purposes. Sixty percent of existing TMPs are known to be active in fulfilling some or all of their requirements (most in downtown). Average downtown compliance was 65 percent. TransManage¹ clients show a significant difference with an average 75 percent compliance compared to 56 percent for non-clients. TMP buildings with Commute Trip Reduction-affected² companies in downtown have an average compliance of 70 percent.

Development Trends and Impacts

Although the efficacy of TMPs may vary, approximately half of all forecasted new development will be affected by a TMP condition, particularly in the high-growth areas of downtown, Factoria, and Bel-Red. The transportation impacts (trips and Vehicle Miles Traveled) from forecasted development will also be centered in these growth areas. Office land uses comprise the majority of these impacts, followed by multi-family residential development. Citywide, it is expected that TMP agreements will address 72 percent of all new vehicle trips, and 77 percent of all new Vehicle Miles Traveled (VMT).

Challenges

Despite the potential of the TMP code to affect a majority of transportation impacts to some extent, and to bolster the City's TDM goals, there are several challenges with past practices and existing code language, including:

- Monitoring and enforcement has historically been a low priority
- Compared to enhanced requirements for downtown developments, existing city-wide TMP requirements may have negligible effects addressing the expected transportation impacts in Bel-Red and Factoria/Eastgate
- A significant number of properties have been unable to meet performance goals, suggesting a reevaluation of targets and how to achieve them

Best Practices

These challenges led to a study of how other municipalities are incorporating TDM into development practices. Study areas included Seattle, Redmond, Kirkland, and 9 other municipalities. Practices include requiring membership in a Transportation Management Association, which reduces the need for direct oversight, and citywide requirements that account for changing growth patterns.

TMPs and Sustainable Development

An interesting trend in development activity is the number of developers and tenants that are practicing TDM activities as part of a LEED[®] or Built Green[™] sustainable development certification. These certification programs encompass most of the elements in the existing TMP code and some best practices as well, so there is an obvious advantage for TMP-affected buildings to apply their requirement towards certification.

¹ TransManage is the transportation service of the Bellevue Downtown Association (BDA) and a Transportation Management Association (TMA) partner with the City and King County Metro

² Commute Trip Reduction (CTR)-affected companies are employers with 100 or more employees that work during peak commute hours. CTR companies have requirements similar to a TMP, intended to reduce drive-alone commuting.

Alternatives

Given the mixed success with elements of the TMP code, it is reasonable to consider updating the code or institute an alternative method to include TDM in development practices.

Alternatives include:

Alternative 1: No Action – Since the existing code addresses half of forecasted development and a majority of transportation impacts to some extent, this alternative has no code changes. Considering the increase in affected development and historical lack of oversight, this alternative proposes dedicated staff time for monitoring and enforcement.

Alternative 2: Code Update - This alternative includes minimum revisions based on lessons learned from over 20 years of TMP administration. Revisions include:

- Consistent Citywide requirements (this would eliminate downtown-only requirements)
- Financial incentive of 2 Free Park Days for non-drive-alone commuters
- Performance goal of 20 percent drive-alone reduction, with specific incremental 2-year goals

Alternative 3: Code Update + Best Practices - This alternative would incorporate all of the proposed code modifications in Alternative 2, and almost all best practices, or variations of best practices that are sensitive to Bellevue characteristics. TMA membership would be incentivized and requirements would be adjusted based on performance. Requirements would reflect consistent local and national practices.

Alternative 4: Code Update + Point-Based System – This alternative includes proposed code modifications in Alternative 2 and a point-based system incorporating best practices, where each property owner is required (based on property size and land use) to reach a designated amount of points, which are earned by choosing to implement a menu of TMP elements. TMP elements are given an assigned value that, when implemented, are summed together to meet the required number of points. The most points are given to TMA membership and incentives for non-drive-alone commuters. This flexible system would allow property owners to choose programmatic options that are most applicable to a specific development.

Next Steps

Public input on this report will inform a preferred alternative and subsequent code modifications. Beyond code updates, outreach efforts are intended to renew TMP agreements where implementation has lapsed and performance recognition will reward those that have maintained steady programs.

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What is a Transportation Management Program?

A Transportation Management Program (TMP) is a traffic and parking plan intended to mitigate transportation impacts of new development. First under the authority of the Washington State Environmental Policy Act, and now under city code, the City of Bellevue currently requires ongoing Transportation Management Programs for new developments depending on their size and land use. Depending on the development³, a TMP may include a number of programmatic and performance requirements to reduce drive-alone commutes, such as:

- Posting transit and rideshare information (Figure 1)
- Distributing information
- Designating a Transportation Coordinator
- Providing Preferential Parking for carpools and vanpools (Figure 2)
- Providing Financial Incentives for carpool, vanpool, and transit commuters
- Providing a Guaranteed Ride Home program for carpool, vanpool, and transit commuters



Figure 1 - Commuter Information Center

In addition to these requirements, large downtown office buildings are required to provide commuter information for tenants having 50 or more employees, institute lease agreements incorporating employee surveys and line item parking costs, provide a ridematching service, and demonstrate a 35 percent reduction in drive-alone commuting over a 10 year period.



Figure 2
Preferential
Parking Sign

How is a TMP Implemented and Administered?

After a developer submits a design proposal for a specific project in Bellevue, development services staff review the proposal for code compliance. Transportation Development Review staff inform the developer of any transportation-related design modifications or concerns, including a TMP, if required. If a development is determined to require a TMP, the developer must sign and record an agreement with the Bellevue city clerk and King County office of records before a building permit is issued. Recorded agreements do not include specific requirements; they are general agreements stating that the property owner will comply with the TMP city code (Bellevue City Code 14.60.070 and 14.60.080). Following these two steps, implementation requirements differ between downtown developments and developments outside of downtown (Figure 3).

³ See Bellevue City Code [14.60.070](#) and [14.60.080](#) in Appendix A for programmatic requirements based on development land use and size.

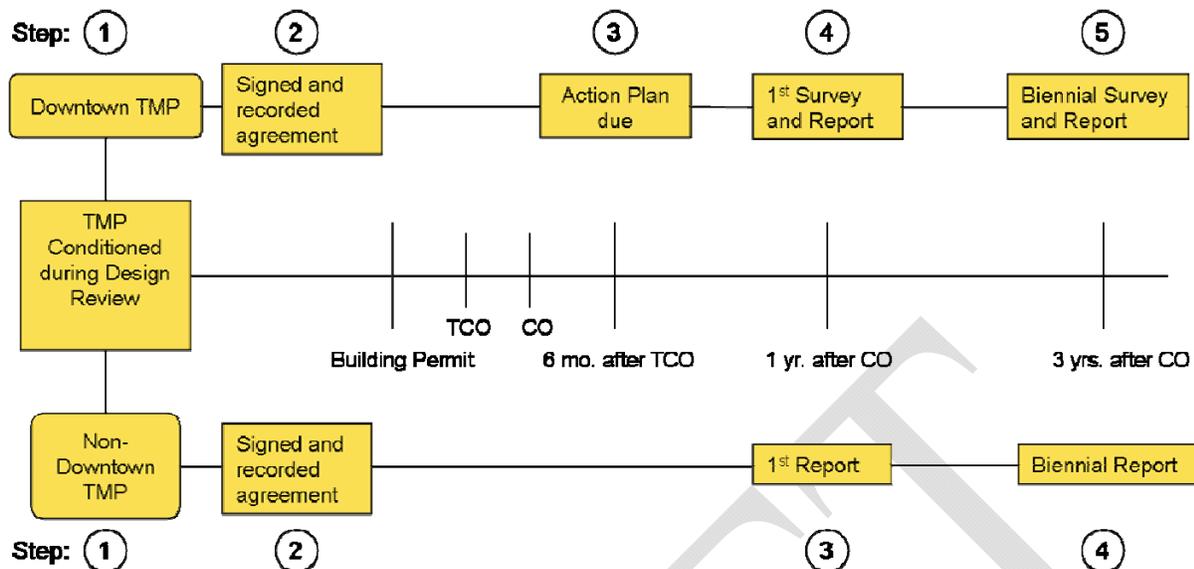


Figure 3 - TMP Implementation Steps

The third step for downtown developments is to submit an action plan within six months of the temporary certificate of occupancy (TCO). With the help of transportation planning staff, developers confirm this action plan in writing, describing the specific transportation management techniques that the property owner will use to encourage non-drive-alone commuting and reduce peak period vehicle trips. The action plan is not required to be recorded. A survey to determine commute behavior of employees and a report are then due a year after the certificate of occupancy (CO), followed by biennial surveys and reports for the life of the building. Developments outside of downtown do not submit an action plan or periodic surveys, but do submit a periodic report. A number of downtown properties use the professional services of the Transportation Management Association (TMA), TransManage, to administer surveys, reports, and programmatic requirements.

How do TMPs fit into Transportation Demand Management goals?

Transportation Demand Management (TDM) is the term used to describe efforts to move more people in fewer vehicles on existing transportation infrastructure. This is typically done through social marketing techniques and provision of incentives to encourage transit use, carpooling, vanpooling, biking, and walking. TDM is practiced in Bellevue under three approaches: Commute Trip Reduction, Growth and Transportation Efficiency Center, and Transportation Management Programs. These approaches address different audiences, but aim to achieve the same TDM goals of reducing congestion and improving mobility. Added benefit of accomplishing TDM goals include preventing vehicle emissions that contribute to air pollution and climate change. With recent state greenhouse gas emissions legislation⁴, TDM efforts will likely play a more significant role in addressing emission reductions, since a majority of the region's greenhouse gases are from vehicle emissions.

⁴ SB 6001; HB 2815; SB 6580

Under Washington State law, the Commute Trip Reduction (CTR) approach addresses employers having at least 100 employees who commute to work during peak commute hours of 6 a.m.-9 a.m. CTR-affected employers are required to designate an employee transportation coordinator, distribute information about alternatives to driving alone, and report on performance goals. Over 6400 employees (18 percent) of an estimated 35,000 downtown workforce are affected by CTR requirements. The 2006 update to the state CTR Act encouraged municipalities to enhance TDM efforts in areas of concentrated development, and Bellevue has designated downtown as a Growth and Transportation Efficiency Center (GTEC). Under this new state framework, Bellevue's GTEC endeavors to reduce 5000 daily auto trips by 2011 through multiple voluntary programs for employers, employees, residents, and visitors in downtown Bellevue. Rounding out the TDM repertoire, TMPs address the role of property owners and managers.

Generally, TMPs support an efficient transportation network by promoting awareness of and incentivizing alternatives to driving alone, moving more people on existing infrastructure. In regards to the GTEC goal of 5000 less auto trips, transit capacity is expected to accommodate only half, meaning that carpool and vanpool TMP requirements will be a major element in accommodating the other half.



Figure 4 - King County Metro Vanpool

Over 15,000 employees work in TMP-affected buildings in downtown (45 percent of downtown employees), 11,000 of which do not work for CTR companies. This is almost a third of the downtown workforce who would otherwise not be exposed to a trip reduction program.

TMP History

The earliest TMP agreement was established downtown in 1980, and by 1987 there were nine agreements. Early TMP agreements focused on preventing parking spillover of office buildings, then focus shifted to reducing drive-alone commute trips. In 1987, TMP requirements were codified and included varying requirements for buildings of different land uses and sizes, both within and outside of downtown.

Between 1987 and 1995, fifteen developments were TMP-conditioned both downtown and Citywide, mostly in the Bel-Red area. In 1995, the TMP code was revised to include:

- Additional downtown specific requirements, particularly for office developments.
- Adjusted square footage thresholds at which developers were required to implement a TMP.

By 2007, there were 36 agreements (56 percent in downtown) at varying levels of compliance (Figure 5). Recent and pending agreements, developments in review, and expected developments add 29 new TMPs (86 percent in downtown) for a potential total of 63 TMPs (69 percent downtown), shown in Figure 6. A list of all TMP-affected buildings and development proposals can be found in Appendix B.

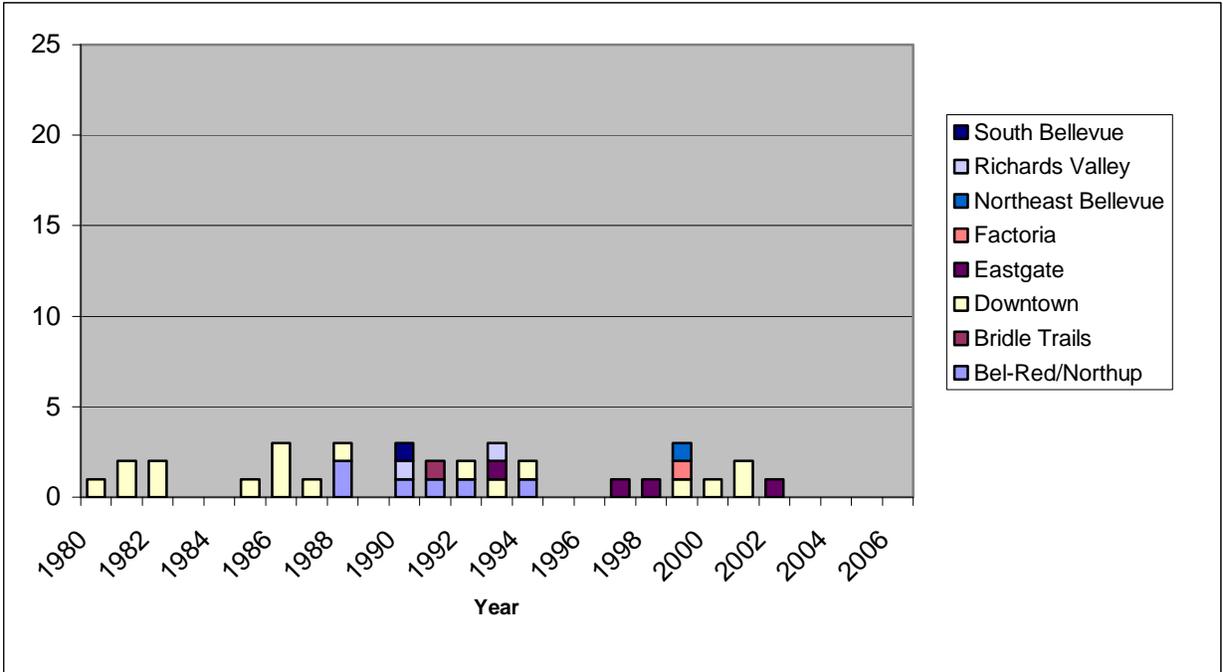


Figure 5 - TMP Timeline

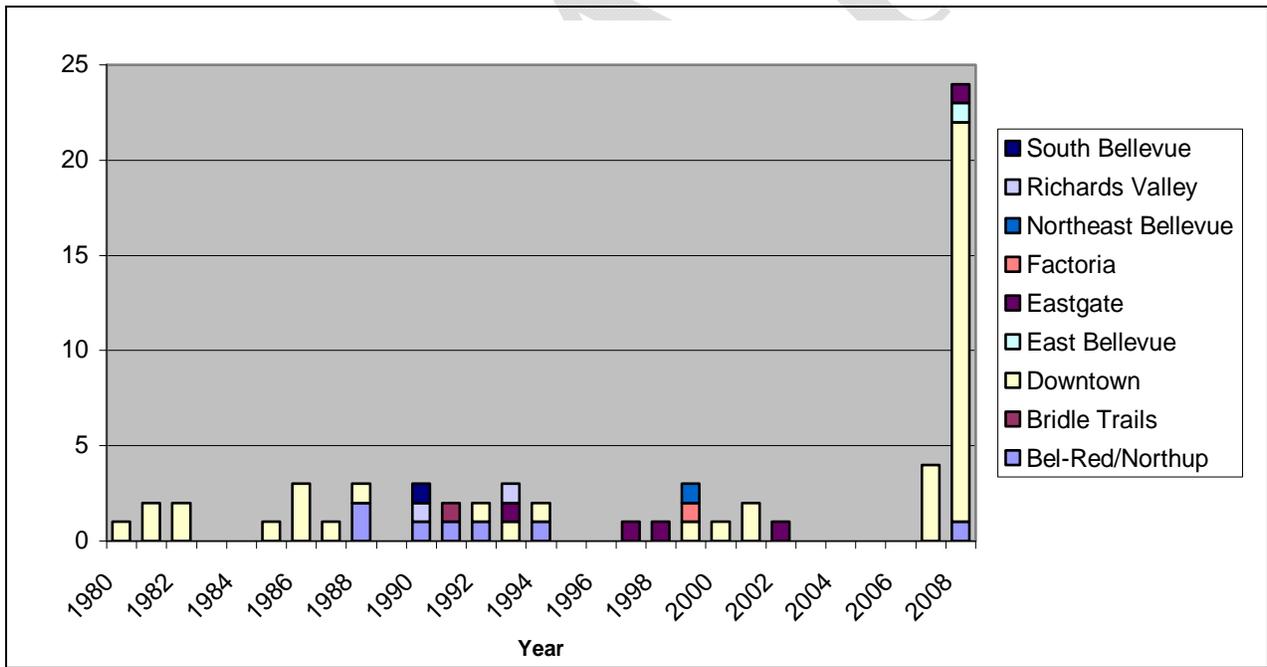


Figure 6 - TMP Timeline and Trends

Performance

Since the number and type of requirements vary for each TMP site, performance comparisons are difficult. Thirteen buildings have designated performance measures of either: a reduction in drive alone rates, an increase in rideshare rates, or no spillover parking. The industry standard for measuring performance is a reduction in drive alone rates⁵, but this standard did not exist at the time many of these buildings were constructed. Measures for performance have changed over time. Early TMP agreements focused on limiting parking spillover, and then an increase in vanpool and carpool rates since transit service was limited. Finally, drive alone rates were adopted as the preferred method of performance analysis. In 2005, eight TMP buildings participated in a mode share study, providing drive-alone rates. Table 1 compares the drive-alone results of the 2005 mode share survey throughout downtown, at downtown TMP sites, downtown CTR sites, and at small downtown employers.

2005 Downtown Drive-Alone Rates			
Downtown Overall	Downtown TMP Buildings	Downtown CTR Companies	Downtown Small Companies
71%	72%	63%	75%

Table 1 - Downtown Drive-Alone Rates

Out of the 13 buildings that have a performance measure, 4 of the buildings are meeting it, another 4 buildings have only baseline data, 1 building measured an increase in drive alone rates, and the last 4 buildings decreased drive-alone rates, but have not met their performance goals. Since most TMPs do not have designated performance measures, performance measurements for each site were based on the amount of requirements fulfilled, divided by the total amount of requirements, giving a percentage measurement of compliance for comparison purposes. Accordingly, TMP reports were developed containing site-specific questions about each requirement and level of compliance. The reports were distributed to property managers and transportation coordinators and returned during the winter of 2007-2008. Table 2 provides reporting results regarding:

- How often each requirement or non-requirement is implemented both in and outside of downtown,
- How each element is practiced, and
- How much of a financial and administrative burden it is for property management to implement each element

⁵ This percentage rate is calculated by taking the number of drive alone employees onsite, divided by the total number of onsite employees.

Building TDM Practice	Implementation		Implementation Method	Implementation Burden	Comments
	Rate ¹ : Downtown	(Non-downtown)			
Current TMP Code	Post information	High (Med)	Centrally located bulletin board	Low	More informed public and employees
	Post information for tenants w/ 50 or more employees	Low (n/a)	Employee bulletin board located in tenant's office	Low	More informed employees
	Distribute information	High (High)	Pamphlets; emails; Events	Low	More informed employees
	Designated Transportation Coordinator	High (Low)	Updates/ distributes information; Administers incentives; Reports activities	Med	Critical to have a key person manage onsite transportation
	Ridematching Service	Med (n/a)	Posted ridematch requests and share-your-ride events supplement online ridematch tool	Med	Share-your-ride events have resulted in large numbers of registrants at rideshareonline.com
	Preferential parking	Med (Med)	Reserved Carpool and Vanpool stalls close to employee entrances	Med	Preferred parking rewards rideshare users; Visible to all building employees
	Financial Incentive for Transit users	Low (Low)	Free Park Days; Subsidized fare	Med	Free Park Days widely used; Difficult for property management to provide fare subsidies
	Financial Incentive for Vanpools	High (Low)	Reduced Parking fee; Free Park Days	Med	Reduced fees are popular with employees; Free Park Days widely used
	Financial Incentive for Carpools	High (Low)	Reduced Parking fee; Free Park Days	Med	Reduced fees are popular with employees; Free Park Days widely used
	Guaranteed Ride Home Program	Low (Low)	Taxi scrips; Reimbursement	High	Logistically difficult for property management to administer
	Employee surveys required in lease agreements	Low (n/a)	Lease agreement	Med	Some uneasiness about requiring ongoing survey commitment from tenants
	Line item parking costs in lease agreements	High (High)	Lease agreement	Low	Makes parking a transparent cost, not part of a bundled lease package price
	Survey	Med (n/a)	Biennial employee commute survey	Low	Establishes a method of analysis and informs policy
	Report	High (Low)	Biennial TMP report	Low	Maintains ongoing commitment and informs policy
Performance Goal	Low (n/a)	Assurance bond if goal is not reached	High	Difference between implementation rate and burden suggests reevaluating goal	
Building Management Initiative ²	Free Park Days	High (Unknown)	Tickets distributed to participants each month; List of eligible employees checked by garage operator	High	Popular and successful in lieu of handing cash for incentives
	On-site Transit Pass sales	Med (Low)	Monthly site visits by TransManage	Low	Easy access for interested employees
	Bicycle Commuter Parking	High (High)	Secure, covered bicycle rack/cage	Low	Increases multi-modal options and employee health
	Showers	High (High)	n/a	High	Important for frequent bike commuters/ pedestrians
	Lockers	High (Med)	n/a	Med	Important for frequent bike commuters to store gear
	TMA membership	Med (n/a)	Membership dues	High	Designating TransManage as Transportation Coordinator is highly effective and helps create synergy among multiple buildings
	Bikeshare Program	Low (Unknown)	Sign up with property manager or employer	Med	Useful for multi-modal connections and errands
	Shuttle	Low (Unknown)	Service to/from transit and mall	High	Useful for multi-modal connections and errands
	Carshare Program (e.g. Zipcar)	Low (Low)	Zipcar placement fee; Reserved parking stall	Med	Useful for errands

¹ Measurement based on known data, where Low=0-33%, Med=34-66%, High=67-100%

² Voluntary measures implemented by property managers

Table 2 – Effectiveness of TMP Requirements and Initiatives

The following map (Figure 7) shows:

- the locations of existing TMP buildings and whether they are:
 - actively implementing requirements,
 - are dormant, or
 - of unknown status,
- the locations of new and expected TMP-affected development.

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Transportation Management Program (TMP) Status

As of August 2008

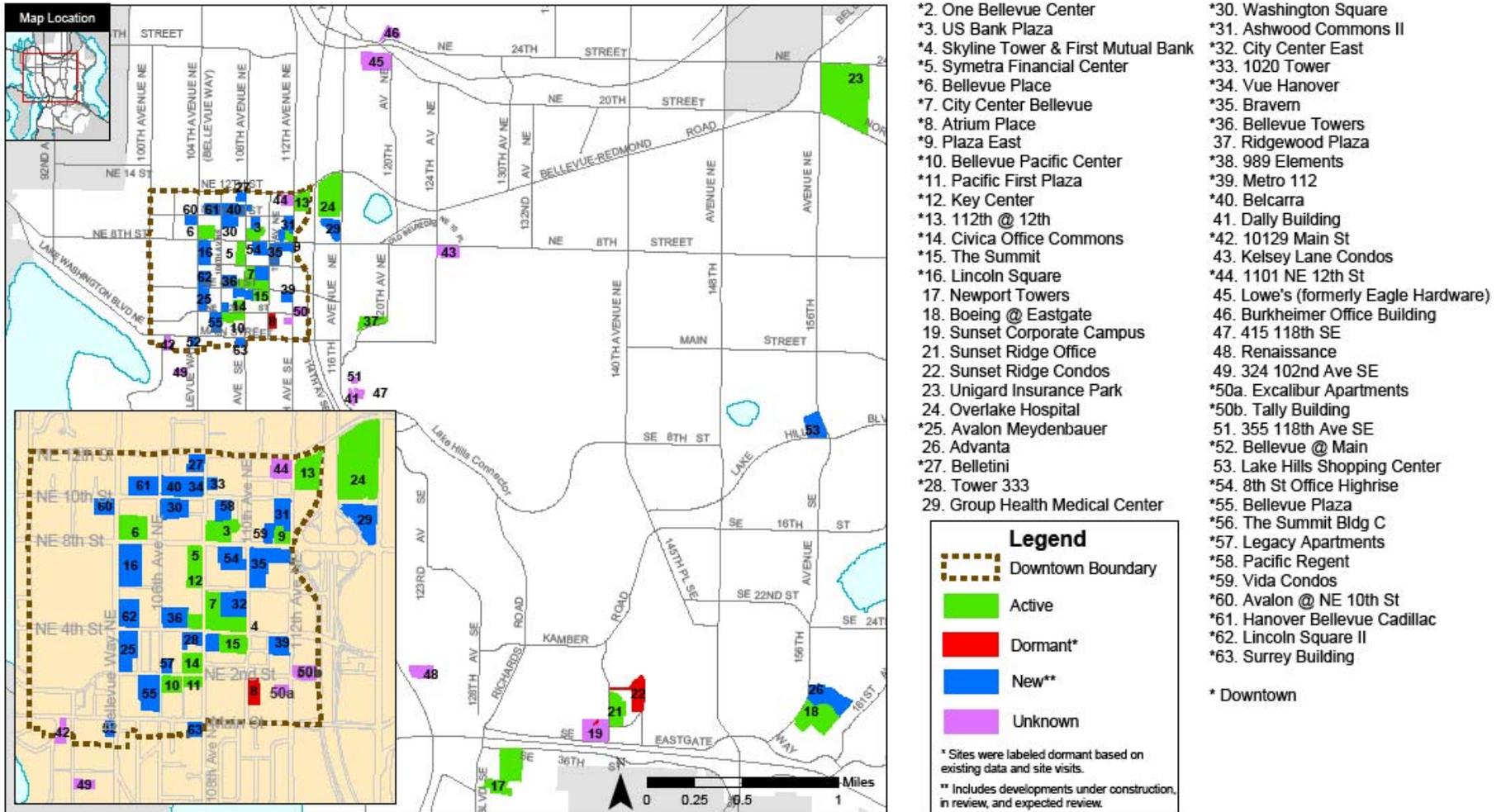


Figure 7 - TMP Map

Sixty percent of existing TMPs are known to be active in fulfilling some or all of their requirements (most in downtown). Though compliance varies greatly (Figure 8), average compliance was 65 percent. This measurement only includes sites with all known data, which happen to all be located downtown, so a compliance comparison between downtown and non-downtown sites cannot be made without complete data, or an assumption about the status of unknown requirements.⁶

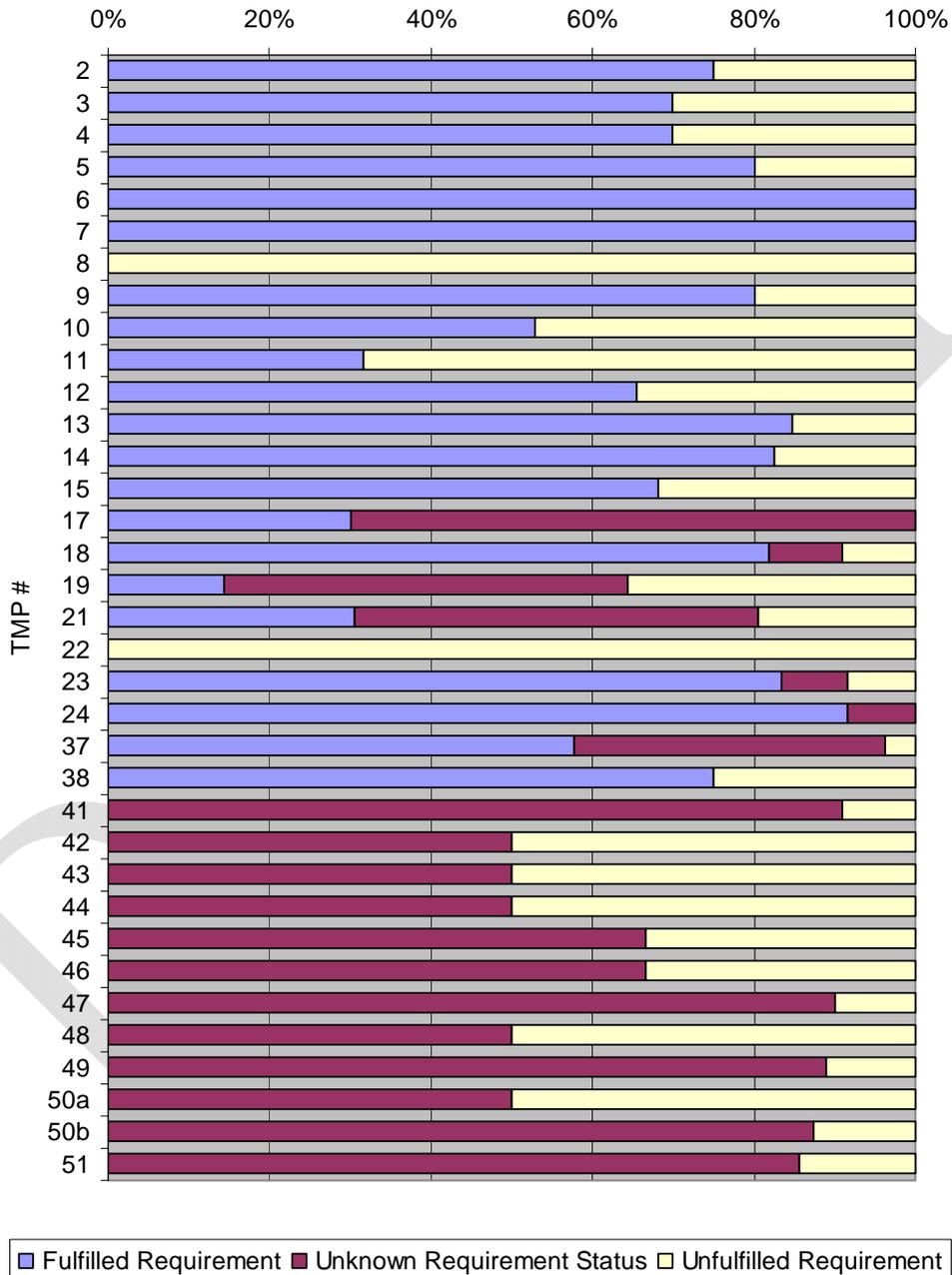


Figure 8 - Compliance of Existing TMPs

⁶ Regardless, it is likely that performance rates are higher in downtown, in spite of more extensive programmatic requirements, due to better transit service, increased multi-modal options, a more walkable urban design, higher parking costs, and the activities of the TMA, TransManage.

Ten downtown office TMP agreements are, in large measure, administered by TransManage, the downtown Transportation Management Association (TMA) and transportation service of the Bellevue Downtown Association (BDA). Figure 9 displays the compliance of TMP agreements administered by TransManage, an average of 75 percent compared to 56 percent for non-TMA member sites in downtown.⁷

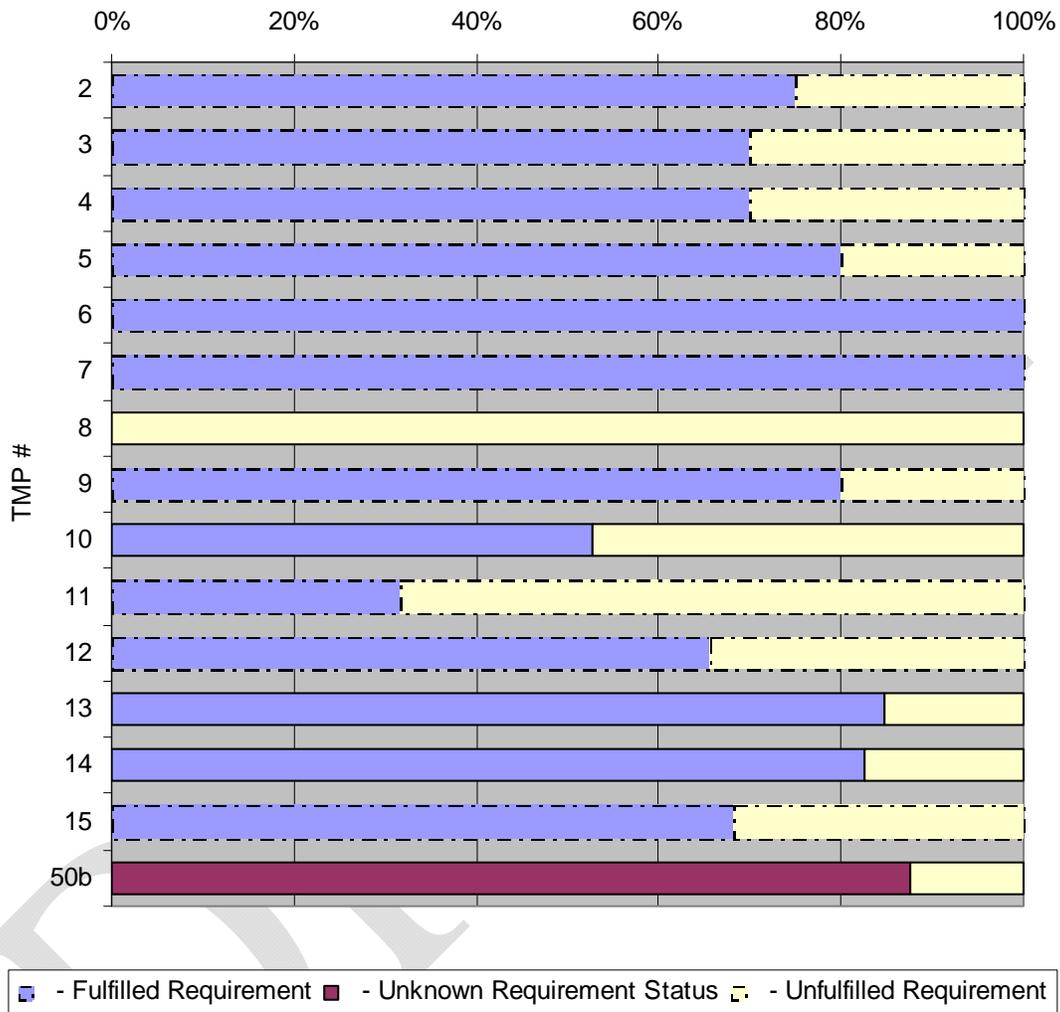


Figure 9 – Downtown Office TMP Compliance:
TMA Members (dashed outline) and non-TMA members (solid outline)

⁷ Since TMA members are all office buildings in downtown, for comparison purposes, this chart reflects only downtown office TMPs with known compliance fulfillment data.

Citywide, 15 TMP buildings house CTR-affected companies, with an average compliance of 70 percent⁸ (Figure 10). While targeting employers is a more direct means of engaging employees, compliance levels indicate that a multi-modal culture is leveraged by a CTR company throughout the whole building. Leveraging the performance of CTR-affected companies is an important consideration given the preponderance of small companies in Bellevue.

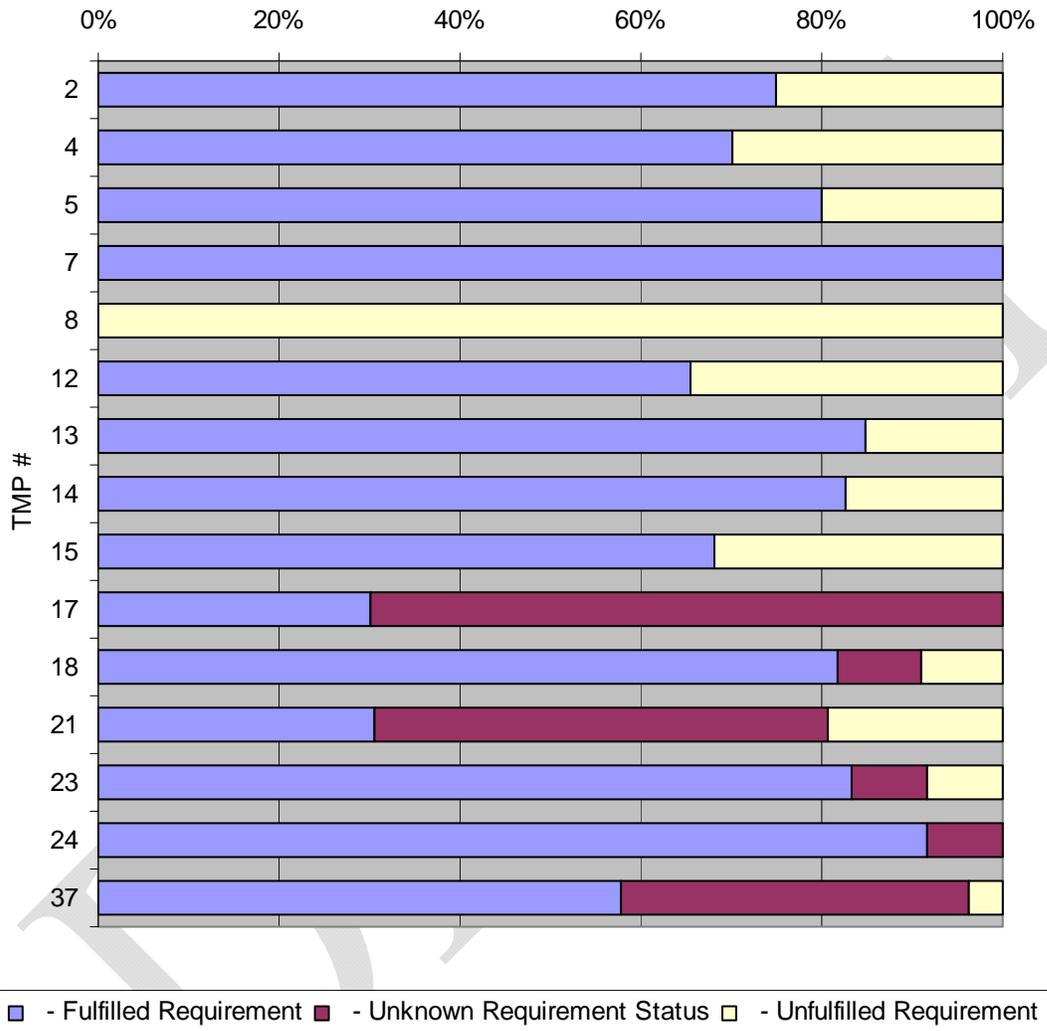


Figure 10 - TMP Compliance: CTR Sites

⁸ TMP sites 17, 18, 21, 23, 24, 37 have CTR tenants, but have unknown data, so were not included in this performance measurement.

Development Trends and Impacts

Annual concurrency reports are prepared by the Bellevue Transportation Department to update information on land use developments and transportation conditions within the city. The reports take into account any developments that had received either design review or building permit approvals as of September 15, 2007. A review of these concurrency reports from 2000 to 2007 shows that approximately half of all forecasted new development is “captured” by TMP agreements (Table 3), particularly in the high-growth areas of downtown, Factoria, and Bel-Red. Development in other areas of Bellevue, such as Eastgate and Crossroads, however, is not being addressed by TMP agreements to the same extent due to smaller development proposals and proposals with land uses not required to implement a TMP.

MMA*	MMA Name	Office	Retail	Industrial	Institutional	Hotel	SF Housing Units	MF Housing Units	TMP Affected
1	North Bellevue	65,163						87	24%
2	Bridle Trails	31,327					11		50%
3	Downtown	4,913,871	358,257		12,182	281,945		6,934	53%
4	Bel-Red/Northup	160,337		91,355				42	51%
5	Crossroads	100,027					5	46	11%
6	Northeast Bellevue						20		0%
7	South Bellevue	58,424		1,038			46	79	24%
8	Richards Valley	26,983			90,554		14	4	0%
9	East Bellevue	14,418			150,551		100	11	0%
10	Eastgate	1,144,911			41,818	101,480			32%
11	Newcastle	5,710		9,240	82,653		107	39	0%
12	Overlake	69,022							68%
13	Factoria	239,385			22,204			693	65%
14	Newport Hills	1,861					4		0%
	Grand Total	6,831,439	358,257	101,633	399,962	383,425	307	7,686	50%
	TMP Affected	94%	84%	90%	0%	0%	0%	83%	

* Table 1 references a growth area as an “MMA,” or Mobility Management Area. An MMA map is included in Appendix D.

*Table 3 – Development Trends
source: 2000-2007 Concurrency Reports*

A review of these same developments by transportation impacts revealed that forecasted new P.M. peak vehicle trips (Figure 11) and Vehicle Miles Traveled, or “VMT” (Figure 12) were heaviest in Downtown, Eastgate, Bel-Red, and Factoria MMAs (Downtown by far, has the most impacts). Figures 11 also shows that TMPs capture 87 percent of Downtown trips, 56 percent of Eastgate trips, 61 percent of Bel-Red trips, and 94 percent of Factoria trips. Figure 12 shows that TMPs capture 88 percent of Downtown VMT, 72 percent of Eastgate VMT, 61 percent of Bel-Red VMT, and 94 percent of Factoria VMT.

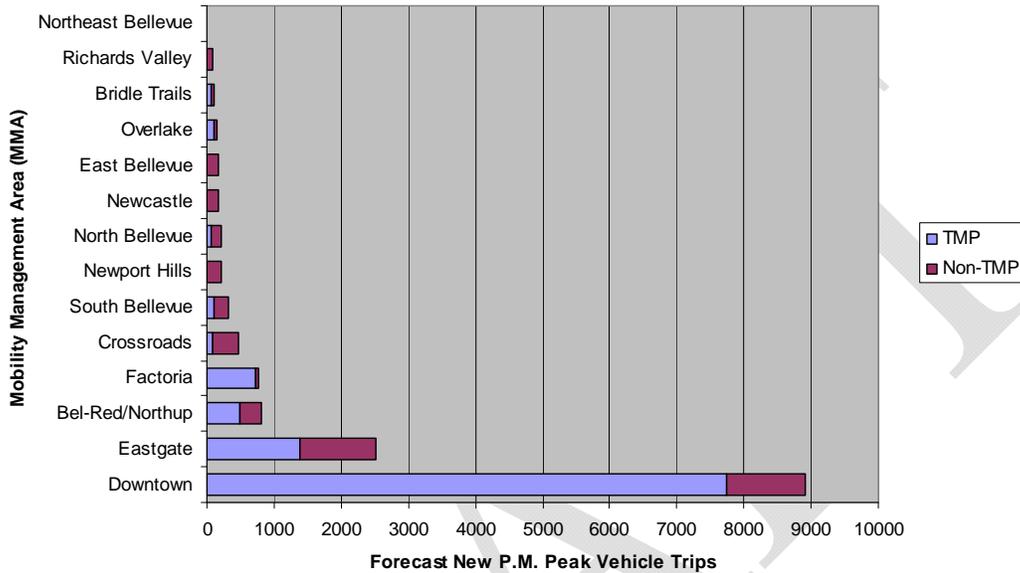


Figure 11 - Forecast New Vehicle Trips by MMA
source: 2000-2007 Concurrency Reports

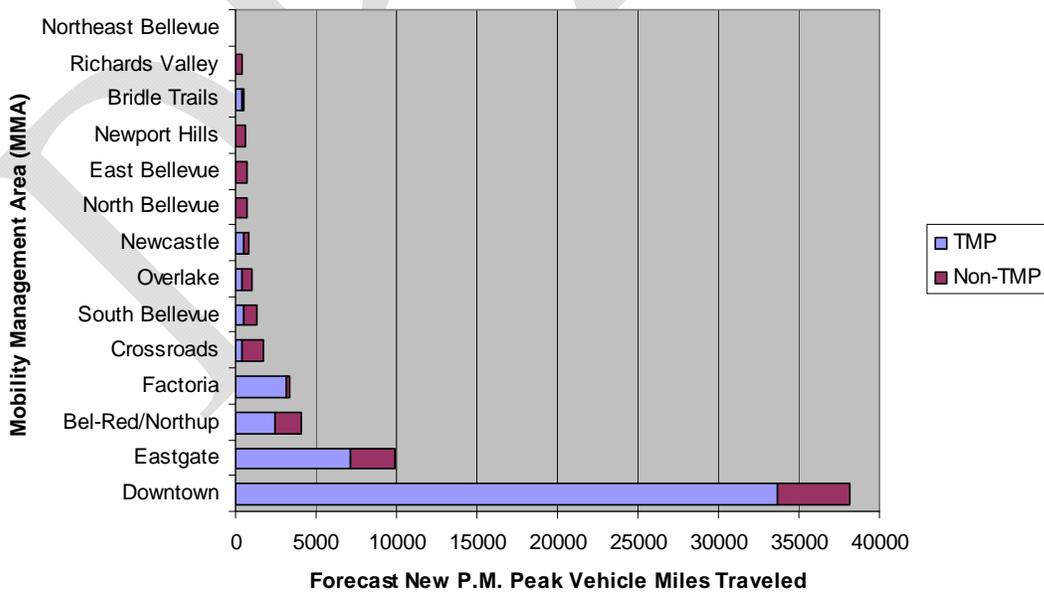


Figure 12 - Forecast New VMT by MMA
source: 2000-2007 Concurrency Reports

A review of developments by land use shows that office and multi-family projects add a majority of P.M. peak vehicle trips (Figure 13) and VMT (Figure 14) to the transportation system (office trips and VMT are 2.5 and 3.5 times that of multi-family impacts). Figures 13 and 14 also show that under existing code requirements, TMPs capture 87 percent of the forecasted office trips and VMT, and 86 percent of multi-family trips and VMT. Citywide, it is expected that TMP agreements will address 72 percent of all new vehicle trips and 77 percent of all new VMT.

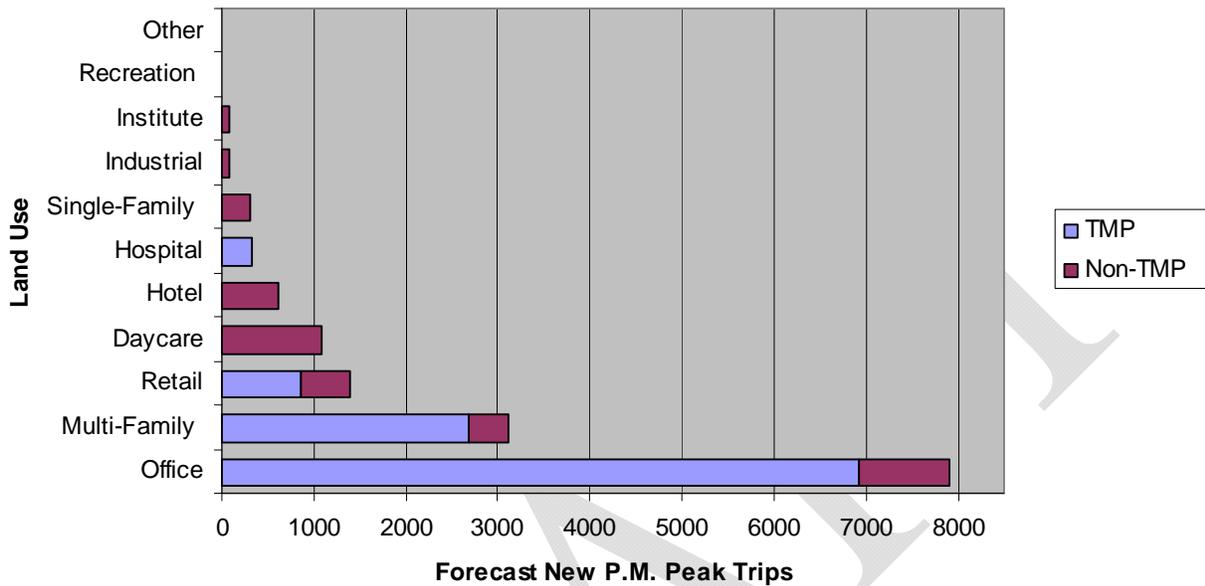


Figure 13 - Forecast New Vehicle Trips by Land Use
source: 2000-2007 Development Reports

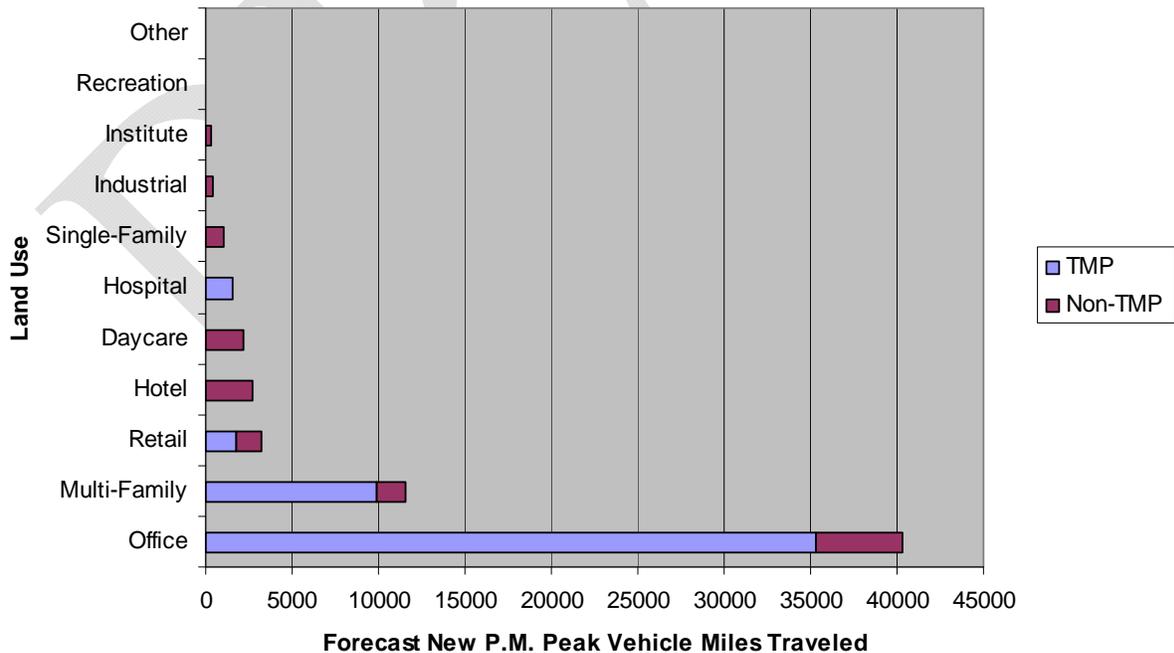


Figure 14 - Forecast New VMT by Land Use
source: 2000-2007 Concurrency Reports

When evaluating how TMPs address forecasted new development, it is important to consider that TMP requirements vary for each development and that property location, design, and management play a major role in how effective transportation management will be. Nevertheless, under existing code requirements, about half of all development and a majority of transportation impacts from development will have exposure to a TMP agreement.

Challenges

Despite the potential of the TMP code to affect a majority of transportation impacts, and to bolster the City's TDM goals, there are several challenges with past practices and existing code language, discussed below.

1. How to maintain monitoring and enforcement?

Historically, staff resources and capabilities were diverted to other needs, and responsibility for monitoring and enforcement of TMP agreements shifted between City departments and divisions. Despite minimal oversight from the City, a majority of downtown buildings retained contracts with TransManage to fulfill TMP requirements and a few TMP-conditioned buildings were occupied by CTR-affected tenants, which helped maintain average downtown compliance levels at 65 percent.

The last update of TMP requirements was in 1995, and the last thorough review was in 1987, just after code adoption. As the Bellevue land form has changed from suburban to urban, the goals of the 1995 TMP code still remain relevant, but as transportation issues become increasingly significant, code revisions and/or oversight changes may be necessary to maintain monitoring and enforcement, and to boost performance.

2. How to track changes in ownership?

Although a TMP agreement is required to be recorded and runs for the life of a building, new property owners are sometimes uninformed of an existing agreement, and requirements are subsequently neglected as ownership changes. TMA members are easier to track given the strong partnership between the City and TransManage, so membership is encouraged, but downtown is currently the only area with a TMA.

3. Should targeted growth areas have different requirements?

Existing TMP code calls for developers in downtown to go above and beyond citywide requirements by:

- providing commuter information boards in the work areas of tenants having 50 or more employees
- instituting lease agreements which require tenant cooperation with periodic employee commute surveys and parking costs identified as a line item with a minimum rate not less than a 2-zone Metro pass
- providing a personalized ridematching service
- demonstrating a 35 percent reduction in drive-alone commuting over a 10 year period

Figures 13 and 14 show that these enhanced TMP requirements seem sensible because downtown is expected to have the greatest transportation impacts. Similar enhanced requirements could be implemented in targeted growth areas of Bel-Red, Eastgate, and Factoria to address expected transportation impacts.

On the other hand, city-wide blanket requirements such as those practiced in Seattle are simpler to understand and administer, as opposed to different requirements in multiple overlay zones. Also, applying enhanced downtown requirements throughout the city may increase city-wide non-drive-alone mode shares.

4. Should other land uses be included?

Although half of expected development and a majority of transportation impacts from development are captured by existing TMP code, land uses such as schools, hotels, daycares, and single-family housing are not addressed by the code. To some extent, other TDM methods address transportation system impacts of schools and hotels:

- Bellevue Community College (BCC) has a CTR program for employees and a transit pass (“GO BCC”) for students
- Bellevue elementary schools practice walking, bus, and bike to school campaigns
- Downtown hotel and retail employees are provided commute programs by the City

The BCC CTR program, however, does not address students, and the walking, biking, and commute planning programs are voluntary, so expanded TMP requirements may be suitable to include school and hotel land uses, especially considering hotel development trends (Figures 13 and 14). Single-family housing is difficult to address if a lone property owner is developing or redeveloping their property, but Planned Unit Developments (PUDs) typically include several single-family houses developed by the original property owner and then sold to individuals. Posting and/or distributing transportation information for each house could be required of the developer, raising awareness of transportation options for initial homeowners. Daycares are surprisingly a significant contributor of transportation impacts (Figures 13 and 14), and offer a special challenge as working parents have a real or perceived need to have on-demand personal transportation to meet time constraints and for potential emergency situations.

5. Should TDM be included earlier in the development process?

TDM has traditionally been an afterthought of development. TMP implementation plans (“Action Plans”) are developed toward the end of building construction; they may not be reassessed until capacity is stretched in a parking garage or City monitoring detects poor compliance. At this point, however, the property features and design have been established.

6. Should valet parking be regulated?

Valet parking can typically increase parking capacity by 15-20%, effectively raising parking ratios, sometimes above maximum levels specified in development guidelines⁹. At least one TMP building practices valet parking, with one or more buildings interested in seasonal or year-round implementation. Valet services may reduce congestion and emissions from people who

⁹ Bellevue City Code [20.20.590](#)

drive around looking for parking vacancy, but there is also a concern that the added capacity is not conducive to shifting drive alone behavior.

7. Should performance goals be adjusted?

Data trends indicate that the performance goal of 35 percent drive-alone reduction over 11 years may be burdensome to achieve. Few, if any, TMP buildings have met this goal, or are progressing at a fast enough pace to reach it. Lowering the performance goal is allowed under current code, but may be inconsistent with TDM objectives recently adopted in the City's GTEC plan for downtown and in the CTR plan for large worksites citywide.

8. How to clarify that CTR requirements are supplemental to TMP requirements?

Requirements for CTR-affected tenants are similar to TMP requirements, including:

- An Employee Transportation Coordinator
- Annual Information Distribution
- Annual Survey and Reporting
- And, at least one additional element, such as:
 - Provision of preferential parking or reduced parking charges, or both, for high-occupancy vehicles;
 - Instituting or increasing parking charges for drive-alone commuters;
 - Provision of commuter ride matching services to facilitate employee ride-sharing for commute trips;
 - Provision of subsidies for transit fares;
 - Provision of vans for vanpools;
 - Provision of subsidies for carpools or vanpools;
 - Permitting the use of the employer's vehicles for carpooling or vanpooling;
 - Permitting flexible work schedules to facilitate employees' use of transit, carpools, or vanpools;
 - Cooperation with transportation providers to provide additional regular or express service to the worksite;
 - Construction of special loading and unloading facilities for transit, carpool, and vanpool users;
 - Provision of bicycle parking facilities, lockers, changing areas, and showers for employees who bicycle or walk to work;
 - Provision of a program of parking incentives such as a rebate for employees who do not use the parking facilities;
 - Establishment of a program to permit employees to work part- or full-time at home or at an alternative worksite closer to their homes;
 - Establishment of a program of alternative work schedules, such as a compressed work week which reduces commuting;
 - Implementation of other measures designed to facilitate the use of high-occupancy vehicles, such as on-site day care facilities and emergency taxi services; and
 - Participation in a transportation management organization.

A few TMP sites occupied predominantly by CTR-affected tenants have asserted that CTR requirements are redundant with TMP requirements, and therefore, fulfillment of CTR

requirements should also fulfill TMP requirements. This assertion shifts the burden of managing onsite transportation to the tenant.

While certain requirements such as employee surveys may be redundant, TMP agreements are independent of any particular tenant. It is clear that both CTR-affected tenants and property owners are responsible for managing transportation, and TMP agreements should specify if and how any CTR requirements fulfill a portion or all of the property owner's TMP requirements.

Best Practices

These challenges led to a study of how other municipalities are incorporating TDM into development practices and managing compliance. The study found that most municipalities use TDM measures at the employer level with trip and VMT reduction policies, and do not address TDM during the development process. Study areas that did incorporate TDM with development included¹⁰:

- Seattle, WA*
- Kirkland, WA*
- Redmond, WA*
- Portland, OR
- Sacramento, CA
- Davis, CA
- Rocklin, CA
- Beverly Hills, CA
- San Francisco, CA
- Minneapolis, MN
- Cambridge, MA
- Arlington Co., VA

* Local requirements are compared in Appendix E

Although many of the study areas have a designated staff person(s) to administer and enforce requirements, these municipalities share similar challenges such as available staff resources, but the general consensus is that TMPs are an integral part of municipal trip reduction efforts. In some cases, additional trip reductions programs are forestalled in order to administer and enforce requirements.

¹⁰ Both Washington and California are heavily represented due to similar statewide environmental policies (SEPA; CEQA) that address transportation impacts from development.

Table 4 summarizes each best practice, the associated costs and benefits for the City and property owners, and which municipalities apply the TDM measure. A more detailed description of each practice follows.

	Best Practice	Cost		Benefit		Precedent
		City	Property Owner	City	Property Owner	
A	Requirements determined by trip #	Compliance monitoring at larger # of affected properties	Formerly exempt land uses now non-exempt	Straightforward; accounts for "all" land uses; Corresponds with concurrency threshold	Less confusing	Seattle; Redmond
B	Implementation plan earlier in development process			TDM considerations incorporated with design		Minneapolis; Arlington Co.
C	TMA membership where applicable	TMA support/coordination	TMA dues	Better TMP performance; Stronger leverage with private sector; Less need for City staff oversight; Short-term owners more likely to be tracked	TMP administration; Stronger leverage with City	Redmond; Seattle; Kirkland; Minneapolis; Davis
D	Bike racks; Showers; Lockers		Cost of construction and operations and maintenance	Increased multi-modal options	Sustainable marketing; Better options for tenants	All study areas
E	On site pass sales		Coordination and staffing	Increased multi-modal options	Sustainable marketing; Better options for tenants	Seattle; San Francisco; Minneapolis
F	Posted notice of all activities practiced onsite w/ contact info			Increased awareness of multi-modal options		Redmond; Beverly Hills
G	2 year incremental performance goals			More specific evaluation measure	More specific evaluation measure	Seattle; Redmond; Davis
H	Trip generation analysis used as baseline	Assumed v. actual baseline		Contingency for no actual baseline; No survey cost for baseline	No survey cost for baseline	Redmond; Minneapolis; Cambridge
I	Credits toward goal for TMA membership; etc.	Assumed v. actual performance increase	TMA dues	Higher likelihood of meeting performance goals	Higher likelihood of meeting performance goals	Sacramento; Davis; Cambridge
J	Requirements diminish or increase as goals are met or unmet	Increased frequency of performance evaluation	Increased frequency of performance evaluation; Increased requirements	Performance is maintained	Decreased requirements	Redmond; Davis; Minneapolis

Table 4 - TMP Best Practices

	Best Practice	Cost		Benefit		Precedent
		City	Property Owner	City	Property Owner	
K	Legal County Recording and confirmation of both agreement and implementation plan		Recording fees (for agreement, initial implementation plan, and for any revised plan)	Increased understanding of specific requirements	Increased understanding of specific requirements	Seattle; Sacramento; Minneapolis
L	Notification of change in ownership w/ TMP reapproval	Increased frequency of TMP review	Notification and Reapproval process	New owners remain aware of ongoing requirement; Contacts updated regularly	New owner understands specific requirements and may apply for changes	Seattle; Cambridge
M	Parking Capacity Reduction	Monitoring and enforcement	Ongoing implementation, Latent parking revenue	Increased multi-modal options	Design/ Construction savings	Seattle, Kirkland, San Francisco, Surrey, B.C.
N	Shared use of facilities (carpool/vanpool parking, showers, etc.)	Demand may exceed supply of facilities	Facilities/ Services provided for non-tenants; Compensation for building tenants/ employees using off-site facilities/services	Infrastructure used more efficiently	Facilities/ Services not required if available nearby	

Table 4 (cont.) - TMP Best Practices

A. Requirements determined by trip generations

The transportation impacts of every development proposal are determined primarily using the Transportation Impact Fee Schedule¹¹, which gives p.m. peak trip generation rates and trip lengths for a range of land uses throughout the City. These impacts determine what fees are paid by developers to share the cost of street enhancements identified in the Transportation Facilities Plan. Trip generation rates are also used as a threshold to determine whether the City should approve a development proposal in accordance with the state Growth Management Act (GMA)¹².

Since these other transportation impact assessments use trip generation rates to determine the mitigation measures of a development proposal, it would be consistent to use trip numbers to determine TMP requirements like Redmond and Seattle do, in place of existing land use and size categories. Although TMP requirements now capture a majority of impacts from current development trends, changing the threshold to trip generations would allow TMPs to address impacts from any future development trends, whether they be single-family Planned Unit Developments (PUDs), daycare centers, or schools. For developers, this would mean that formerly exempt land uses would be non-exempt.

¹¹ City of Bellevue Ordinance 5559

¹² The Washington State Growth Management Act requires that municipalities allow proposed development only if concurrent infrastructure is existing or planned for implementation within 6 years. In Bellevue, a transportation concurrency test is required when a development proposal generates 30 or more new net peak-hour trips.

B. Implementation plan earlier in development process

A TMP implementation plan is currently required before building occupancy, making it commonly an afterthought of the construction process. Minneapolis and Arlington County require review of specific design requirements, such as preferential carpool/vanpool parking and commuter information centers, creating a TDM mentality early on.

C. TMA membership where applicable

Currently, Transportation Management Association (TMA) membership is an available option in downtown, but not required. The bulk of Bellevue TMA membership consists of property owners with TMP contracts. Since these contracts make up most of the TMA revenue, and the TMA (TransManage) is a private not-for-profit service, TransManage is highly responsive to their clients' needs.

A compliance evaluation (Figure 9) indicates that properties with TransManage contracts perform better than properties that don't have TransManage contracts, so encouraging TMA membership will likely increase compliance. Anecdotal evidence from Redmond's TMA also suggests that a TMA membership significantly reduces drive-alone behavior. Redmond, Kirkland, Seattle, Minneapolis, and Davis all require or encourage TMA membership, which gives property owners and businesses a unified voice and stronger leverage with the city, but requires membership dues (currently \$14.25 per employee per year in downtown Bellevue).

The efficacy and accountability of the TMA depends on the strength of the partnership, so the City must lend consistent support and coordination. A strong TMA is also better positioned to coordinate shared facilities (e.g. parking, bicycle parking, showers/lockers), has better leverage with the private sector, is more flexible to market conditions, and can track changes in ownership more easily. Since TransManage currently only operates downtown, developments in areas outside of downtown may not have a TMA option.

D. Bike racks/Showers/Lockers

Across the board, all study areas incorporated bike racks and many included shower and locker facilities for bicycle commuters.¹³ One property manager in downtown Bellevue even offers a bikeshare program where building employees may use a bike provided for running errands or work-related tasks. City staff often recommend bike racks, showers, and lockers, but they are not currently required. If these facilities are included in an updated TMP code, developers will incur additional costs for construction. Showers and lockers involve ongoing operations and maintenance costs associated with the locker room and with authorizing and controlling access. On the other hand, these facilities provide benefits to tenants and developers can market the property as "sustainable," particularly if bicycles are provided to share.



Figure 15 - Secure Bicycle Rack

¹³ Portland also allows an in-lieu fee to a city-administered Bicycle Parking Fund utilized to create large, centralized bicycle parking.

E. Onsite pass sales

TransManage provides this service for its customers through periodic visits to each site. This convenience is highly valued by employees and building management. Seattle, San Francisco, and Minneapolis require some property owners to sell transit passes on site. If implemented in Bellevue, this practice would entail property management arrangements to coordinate transactions and staffing, but the property could be marketed as supporting “sustainable” transportation. The launch of the regional pass system (ORCA) in 2009 would make requiring this practice problematic, as consignment operations are expected to be discontinued.



Figure 16 - Bellevue Transit Center

F. Posted notice of all activities practiced onsite w/ contact info

In addition to posting rideshare and transit information, Beverly Hills has found that posting contact information and the costs and locations of carpool, vanpool, and bicycle parking increases awareness of multi-modal options and ability to contact the Transportation Coordinator. This may increase demand for more preferential parking or subsidized transit passes.

G. 2-year incremental performance goals

For downtown office buildings, a 35 percent drive alone reduction is required over a 10-year period, with unspecified “incremental reductions.” Redmond, Seattle, and Davis use 2-year incremental reductions as an evaluation period, which is able to adjust with market conditions. These shorter-term goals would require short-term property owners to contribute to the overall goal, and give the City a more specific evaluation measure for comparison. Establishing 2-year performance goals is also consistent with currently required biennial measurements.

H. Trip generation analysis used as baseline

The TMP code requires some property owners to conduct periodic mode share surveys at their own expense for performance tracking purposes. Until 2005, however, a majority of TMP-affected properties did not conduct a survey. In 2005, many buildings participated in the City-sponsored Mode Share Survey, reestablishing a tracking mechanism. These survey results are currently used as a baseline performance measurement of drive alone behavior for 5 TMP buildings. According to the code, the baseline measurements for these buildings should have been established a year after occupancy. Now, because performance reductions are required over a 10-year period starting from the baseline measurement, the buildings have an effective extension to comply with the code. It is in the interest of the City to continue to have affected properties participate in periodic Mode Share Surveys, but trends indicate that building-sponsored baseline surveys may be burdensome.

Instead of conducting a survey one year after occupancy, a baseline measurement could be established similar to Redmond, Minneapolis, and Cambridge who use a trip generation analysis that assumes a drive alone mode share. This would give the City a performance evaluation contingency for no actual baseline and presents no baseline survey costs for property owners. On the other hand, an assumed baseline does not account for market changes such as the economic

recession during the early 2000s, which resulted in high drive alone mode shares due to many buildings offering low-cost parking to fill tenant vacancies.

I. Credits toward goal for TMA membership, etc.

Municipalities who also have performance-based measures, such as Sacramento, Davis, and Cambridge, offer credits toward performance goals based on programmatic elements, including:

- joining a Transportation Management Association (TMA)
- the number of reserved parking stalls for carpools/vanpools
- amount of subsidy for non drive alone modes

This practice increases the likelihood of meeting performance goals, but assumes a performance increase.

J. Requirements diminish/increase as goals are met/unmet

Existing code language is somewhat dynamic in that if performance goals aren't met after a 10-year period, property owners are required to develop a new action plan and conduct annual instead of biennial surveys and reports for up to six years. The 10-year evaluation period, however, is not flexible enough to respond to changing conditions. In Davis, CA if a performance goal has not been reached after a period of two years (or 2 consecutive reports in Redmond's case), the TMP must be amended to include additional programmatic measures. This flexibility allows the city to maintain performance. On the opposite end of the spectrum, Minneapolis and Bellevue's own CTR code allows reporting burdens to be slackened if performance is maintained.

Combining these two ideas, property owner incentives (e.g. reduced requirements), and disincentives (e.g. enhanced requirements) are used to maintain short-term and long-term performance. Implementing this practice would require increased frequency of performance evaluation (e.g. every two years) and higher administrative coordination to determine and implement appropriate added or reduced requirements.

K. Legal County Recording and confirmation of both agreement and implementation plan

Currently, only a general agreement to do a TMP is recorded, so subsequent property owners may be unaware of the specific requirements outlined in the implementation plan.

Requiring the implementation plan to be recorded, as Seattle, Minneapolis, and Sacramento do, allow a prospective property owner to conduct a title search and understand specific TMP requirements upfront and establishes those requirements to run for the life of the building. This would increase modest recording fees for developers as recording would need to be done twice; once for the agreement (at least \$42) and once for the plan (at least \$42).

L. Notification of change in ownership w/ TMP reapproval

As property ownership changes, TMP awareness sometimes falls and monitoring and enforcement can become difficult. This has not been problematic with TMA members because the TMA may notify the City when a member stops paying their dues, however, requiring notification of a change in ownership allows the City (and the TMA) to welcome new owners with an awareness campaign and provide assistance with ongoing operating procedures, makes

monitoring easier, and allows new owners to apply for changes. Seattle and Cambridge require a 30 day notification prior to a title transfer. The notification and reapproval process may be cumbersome and TMP reviews may be more frequent, but new owners remain aware of ongoing requirements and contacts are updated regularly.

M. Parking Capacity Reduction

The supply of off-street parking has a significant impact on commuter behavior and traffic congestion. If parking is readily available, drivers spend less time on the road looking for parking, but drive alone more often. The cities of Seattle, Kirkland, San Francisco, and Surrey, B.C. have instituted ways to offset drive alone commuting and reduce construction costs for developers by allowing a reduction in the amount of required parking if stalls are reserved for carpools, vanpools, and/or carshare vehicles. For instance, instead of having to build two typical stalls, a developer would build one carpool stall.

This can be a significant cost savings for developers as some structured parking construction estimates range up to \$40,000 or more per stall. Though many Bellevue developers choose to build to maximum parking specifications, anecdotal evidence from some developers suggests that there is interest in foregoing latent parking revenue to minimize construction costs. Periodic monitoring and reporting would be necessary to ensure reserved stalls were being used as intended, and an agreement would have to be recorded making subsequent owners responsible for preserving the designated stalls. Unintended consequences may include a parking supply deficiency resulting in spillover and encroachment and lower tenant and visitor recruitment and retention. Allowing only a proportion (e.g. up to 5% below minimum) of parking spaces to be reduced could mitigate these consequences.

N. Shared use of facilities (parking, showers, etc.)

In most buildings, there are a minimum number of employees required to work in the building in order to receive a carpool or vanpool discount. It is understandable that property owners do not want to risk parking availability for building tenants, however, this requirement limits the rideshare pool to a specific building. An adjacent building may have numerous rideshare matches or facilities such as showers and lockers available for bicycle commuters, yet they remain inaccessible or underutilized.

There is an opportunity to make more efficient use of existing facilities by waiving certain property owner requirements if facilities are available at an adjacent building. This may require agreements or compensation between properties, and demand for facilities may surpass supply. To qualify for access to adjacent building facilities, employees can provide the name and contact information of their employer and/or rideshare partners to verify their commute mode.

Alternatives

Given the mixed success with elements of the TMP code, it is reasonable to consider updating the code or institute an alternative method to include TDM in development practices. Table 5 summarizes alternative scenarios and their associated costs and benefits to the City and to property owners, followed by Table 6 indicating which elements are included in each alternative. A detailed description of each alternative follows.

		Alternative 1: No Action	Alternative 2: Code Update	Alternative 3: Code Update + Best Practices	Alternative 4: Code Update + Point-Based System
	<i>City</i>	Increased oversight	Increased oversight	Increased oversight	Increased oversight
Costs	<i>Property Owner</i>	TMP Implementation; Recording fees	TMP Implementation; Recording fees; Increased requirements (particularly for non-downtown properties)	TMP Implementation; Recording fees; Potential increased requirements	TMP Implementation; Recording fees; Potential increased requirements
Benefits	<i>City</i>	Administration and enforcement of existing code	Update reflects lessons learned for each requirement	Update reflects lessons learned for each requirement; Consistent with local and national practices	Update reflects lessons learned for each requirement; Flexible system allows for strategies most suited to a particular building
	<i>Property Owner</i>		Update adopts more realistic drive alone goals; Citywide requirements are more equitable	Sustainable marketing; Higher likelihood of fulfilling performance goal; Potential decreased requirements	Choice of programmatic options; Potential decreased requirements
Risks/ Unintended Consequences		Infrequent monitoring/enforcement coupled with frequent turnover of property owners/managers may result in low efficacy	Infrequent monitoring/enforcement coupled with frequent turnover of property owners/managers may result in low efficacy	Infrequent monitoring/enforcement coupled with frequent turnover of property owners/managers may result in low efficacy	Infrequent monitoring/enforcement coupled with frequent turnover of property owners/managers may result in low efficacy

Table 5 - TMP Alternatives

Element		Alternative 1: No Action	Alternative 2: Code Update	Alternative 3: Code Update + Best Practices	Alternative 4: Code Update + Point- based System
Current TMP code	Post information	x	x	x	x
	Distribute information	x	x	x	x
	Designate Transportation Coordinator	x	x	x	x
	Preferential parking	x	x	x	O
	Financial Incentive	x	x	x	O
	Guaranteed Ride Home Program	x	x	x	O
	Leases stating line item parking cost	x	x	x	x
	Ridematching Service	x	x	x	O
	Survey	x	x	x	x
	Report	x	x	x	x
Best Practices	Implementation plan earlier		x	x	x
	TMA membership			O	O
	Bike Commuter Parking		x	x	x
	Building or Campus-based Bikeshare or Bike Maintenance Program			x	O
	Showers			x	O
	Lockers			x	O
	Posted on site activities with contact info		x	x	x
	2 year performance goals		x	x	x
	Credit towards goal			O	
	Adjust requirements according to performance			x	x
	Record Implementation plan		x	x	x
	Notice of ownership change		x	x	x
	Shared use of facilities		O	O	O
	Provide shuttle service				O
	Locate Carshare vehicle on-site				O
Additional Elements	Provide Carshare membership				O
	Cost of short-term (daily) parking less than long-term (monthly) parking ¹				O

x - Required, O - Optional

¹ A per day equivalent based on 290 workdays/year

Table 6 - TMP Alternatives Comparison

Alternative 1: No Action

Since a development trend analysis shows that a majority of transportation impacts are captured by the current TMP code, this alternative entails no changes to code requirements, however, it does include dedicated staff resources to monitor and enforce existing Transportation Management Programs.

Arguably, the TMP code does not need revisions as 72 percent of trips, and 77 percent of vehicle miles traveled are expected to be addressed in some fashion. Historical lack of monitoring and enforcement, however, coupled with a vast increase in affected development, means that dedicated staff resources are needed to condition developments with applicable requirements and maintain compliance. If existing staff are assigned this responsibility, the TDM program will likely eliminate any voluntary efforts such as ongoing GTEC implementation. A potential short-term funding source for an additional FTE is the City's 6-7 year Capital Investment Program, updated biennially.

DRAFT

Alternative 2: Code Update

This alternative includes minimum revisions based on: lessons learned from over 20 years of TMP administration, integration with other City TDM efforts, and forecasted development trends and impacts. Major revisions include:

- Consistent Citywide requirements (this would eliminate downtown-only requirements)
- Adjusted financial incentive for non-drive-alone commuters
- Decreased 10-year performance goal, with incremental 2-year goals

Adjusting requirements and incentives Citywide, and including multiple transportation modes is consistent with the City's approach to TDM; and, the equitable application of requirements throughout the city accounts for growth potential in Factoria, Eastgate, and Bel-Red.

Figures 13 and 14 show that a majority of the transportation impacts by land use are captured by TMPs, however, some land uses such as hotels and daycares are not. As mentioned previously, there are voluntary programs that address these land uses and presumably, most of the impacts are from non-employees, which are a difficult audience to address. Therefore, land use categories have not been revised to include land uses such as hotels or daycares. Requirements for residential properties, however, have been eliminated due to negligible impact. Residential properties were only required to post information, which has been arguably outdated given the widespread availability of online information. Also, on the City staff part, the administrative burdens of conditioning residential developments and developing TMPs are relatively high compared to the benefits. There are also other ongoing outreach methods for residents that have a higher potential for shifting residents' drive alone habits.

Currently, the required financial incentive for transit users, carpoolers, and vanpoolers is \$15 per month, set in 1995. Actual incentives range from \$24-64 for transit users, and \$15-188 for carpools and vanpools from sites that offer them. The methods commonly used to provide the incentive are to reduce monthly parking costs for carpools and vanpools and to provide a number of Free Park days for transit users, carpoolers, and vanpoolers. Free Park days have in-and-out privileges, allowing a non-drive-alone commuter to occasionally use an automobile to run errands in the dispersed urban fabric of Bellevue and the metropolitan area. Effectively, Free Park days are the only method to implement the required incentive for transit users, and anecdotal evidence suggests that Free Park days are highly valued by non-drive-alone commuters. In downtown, an average of 2.7 Free Park days are provided to each High Occupancy Vehicle commuter in a TMP building, a value equivalent to about \$41.85¹⁴.

Adjusted for inflation¹⁵, the required \$15 incentive set in 1995 would be \$22.18 in 2008, so setting a specific dollar amount in the code has not allowed for cost of living increases, nor is it directly associated with non-drive-alone costs. Therefore, the monthly financial incentive for each non-drive-alone commuter (including bicyclists and pedestrians) is proposed to be 2 Free Park days with daily in and out privileges during the work week, in addition to free weekend access. This would allow the incentive to automatically adjust with market rate parking charges, and is equivalent to the privileges of drive-alone commuting. For sites outside of downtown where market-rate parking is lower than downtown or free, or where employers pay their

¹⁴ Daily parking costs currently average \$15.50 at TMP buildings.

¹⁵ Using the Bureau of Labor Statistics [Consumer Price Index](#) for the Seattle Metro Area.

employees' parking fees, the 2 Free Park days and weekend access have no effective impact, and therefore would not be applicable. Though this would increase variable demand for parking, several garage operators are experienced with this system, making little to no change in potential revenue or frequency of parking spillover.

Decreasing the drive-alone reduction rate from 35 percent to 20 percent is a more realistic target giving property owners a higher probability of reaching and maintaining it. Also, a biennial 4 percent reduction¹⁶ holds property owners more accountable and maintains steady performance.

The City will incur costs of increased oversight, and property owners will have ongoing implementation costs, financial incentives, and recording fees. Unintended consequences of updating the code might also include the continuation of infrequent monitoring and enforcement coupled with frequent property turnover, resulting in low efficacy, and a lack of engagement and enthusiasm for implementation by property owners.

Table 7 below lists existing TMP code requirements and proposes modifications in "redline" format, with comments explaining the proposed modifications. See Appendix D for a complete redlined version of the existing code with proposed modifications.

¹⁶ Calculated by dividing the 20 percent total reduction target by 5. This should not be calculated as 4 percent of 20 percent.

Current TMP Code	Proposed Modification	Comments
Transportation Coordinator (BCC 14.60.070.F.3)	a. The coordinator shall publicize the availability of ridesharing commute options, provide reports to the city, act as liaison to the city, assist with commute surveys, if required, and provide ridesharing matching assistance in conjunction with Metro or	Contracts with TransManage should be encouraged due to higher rates of compliance at contracted sites
Preferential parking (BCC 14.60.070.F.4.a)	a. Provide specially marked parking spaces in a preferential location between 6:00 a.m. and 9:00 a.m. for each registered carpool and vanpool in which tenants and their employees participate. At least 1 parking space, or 5 percent of parking spaces, which	Current requirement is not explicit about required amount of preferential parking or attributes of preferential locations in structured parking. Monitoring can be difficult for garage operators during peak hours, and the registration system ensures self-m
Financial Incentive for non-drive-alone commuters (BCC 14.60.070.F.5)	Provide a minimum of \$15.00 per monthly financial incentive for employees on-site who commute by carpool, vanpool, or transit, walking, bicycling, or any other non-drive-alone mode, including teleworking or multiple modes. The financial incentive for tran	Direct transit subsidies are difficult for property management to administer; Free Park incentives substitute for a direct subsidy and are administratively feasible for property management; non-drive-alone commuting includes carpool, vanpool, transit, wa
Gauranteed Ride Home (GRH) Program (BCC 14.60.070.F.6)	Provide Guaranteed Ride Home. Requirement subject to availability of City-sponsored program. Provide a taxi-scrip system of low-cost free rides home for on-site registered non-drive-alone employees transit riders or registered on-site employee carpools-	Low implementation rates, a high implementation burden, and anecdotal evidence suggests that a GRH program is difficult to administer; City staff are evaluating the merits of implementing a GRH program for all downtown employees, and if available, affecte
Line item parking costs in lease agreements (BCC 14.60.080.B.1.c)	Identification of market rate parking cost as a separate line item in such leases and a minimum rate for monthly long-term parking, not less than the cost of a current Metro two-zone pass.	Seperating the cost of parking from the cost of occupying building space makes the costs of parking more explicit. In many areas of the City, requiring parking to cost no less than a monthly transit pass is not consistent with market rates.
Performance Goal (BCC 14.60.080.C)	The owner of a building with 50,000 gross square feet or more of office subject to this requirement shall, as part of the TMP for the building, comply with the following performance goals: a. For every other year beginning with the building's first certif	20% reduction over 10 years reduces current compliance burden; Citywide focus and 4% reduction every 2 years is consistent with CTR and GTEC plan goals

Table 7 – Alternative 2: Code Update

Alternative 3: Code Update + Best Practices

This alternative would incorporate all of the proposed code modifications in Alternative 2, and almost all best practices in Table 4. The best practices **excluded** in this alternative are:

- To use trip generations to determine requirements (Table 4, item A). The existing method of using land use and building size to determine TMP requirements captures a majority of forecasted transportation impacts, so using trip generations as the determination method is not necessary. Also, requiring all land uses to implement a TMP may be overly burdensome and unlikely to reduce drive-alone rates. For instance, Tables 13 and 14 show that daycares contribute a significant amount of transportation impacts, but most of the impacts are probably from parents dropping off and picking up their children.
- Requiring onsite transit pass sales (Table 4, item E). The integration of a “smart card” regional pass system (ORCA) in 2009 will limit the capability of transportation coordinators or other vendors to sell passes directly to customers.
- To use trip generations as a baseline performance measurement (Table 4, item H). Unlike mode share surveys, trip generation numbers do not necessarily describe the commuting characteristics of occupants of a particular building.
- Parking Capacity Reduction (Table 4, item M). Currently, Bellevue’s land use code ([Bellevue City Code 20.25L.050](#)) allows a reduction of minimum parking ratios only in Office and Limited Business-Open Space (OLB-OS) districts if an TMP is implemented. Extending this parking reduction allowance to other districts would involve modifying land use and transportation development codes, an option needing further study as anecdotal evidence suggests that spillover parking may already be occurring at residential sites in downtown. Likewise, the issue of valet parking would need to be addressed in the land use code.

In addition to the costs and benefits described for each best practice, the City will incur costs of increased oversight, and property owners will have recording fees and ongoing implementation costs and financial incentives. Compared to alternatives 1 and 2, this alternative has a higher probability of compliance and reductions in drive-alone rates, and it is consistent with regional and national requirements. Unintended consequences of updating the code might also include the continuation of infrequent monitoring and enforcement coupled with frequent property turnover, resulting in low efficacy.

See Table 8 for a description of the benefits of each practice, and for the property owner’s financial and administrative burdens of each practice (described as a “High,” “Med,” or “Low” Implementation burden).

		Best Practice	City	Benefit Property Owner	Implementation Burden
A	Bicycle Options	Building or Campus-based Bikeshare or Bike Maintenance Program	Increased multi-modal options	Sustainable marketing	Med
B	Shower/ Locker	Showers	Increased multi-modal options	Sustainable marketing	High
		Lockers	Increased multi-modal options	Sustainable marketing	Med
C	Credits toward goal for TMA membership; etc.	8% credit for membership in a TMA maintaining an average client drive-alone rate equal to or less than the current area-wide average ¹	TMP performance; Stronger leverage with private sector; Staff devoted to higher priorities; Short-term owners more likely to be tracked	Higher likelihood of meeting performance goals; TMP support; Stronger leverage with City	High
		2% credit for doubling the amount of required carpool/vanpool spaces	Encourages ridesharing	Higher likelihood of meeting performance goals	Low
		4% credit for doubling the financial incentive for each designated non-drive-alone commuter	Encourages ridesharing, transit use, and non-motorized commuting	Higher likelihood of meeting performance goals	High
D	Requirements diminish or increase as goals are met or unmet	No reporting required if performance targets are attained	Performance is maintained	Decreased requirements	Low
		Financial Incentive required to be double (2X) the current rate if goals are unmet	Performance is maintained		High

¹ Or current area-wide target as determined by the director

Table 8 – Alternative 3: Code Update + Best Practices

Alternative 4: Code Update + Point-based System

Another option for updating the code includes proposed code modifications in Alternative 2 and a point-based system incorporating best practices, where each property owner is required (based on property size and land use) to reach a designated amount of points, which are earned by choosing to implement a menu of TMP elements. TMP elements are given an assigned value that, when implemented, are summed together to meet the required number of points. Depending on performance, the required number of points may increase or decrease, thereby allowing high performers to reduce TMP elements, and requiring poor performers to add TMP elements. Table 9 shows the required number of points for each land use and property size, and Table 10 shows the point distribution for each TMP element.

Certain base requirements are needed, but this system gives property owners some freedom to select how to best manage transportation issues at their property and allows for innovative strategies (additional TMP elements will be considered on a case by case basis using the same scoring criteria). Base requirements include:

- Posting commuter information
- Distributing information annually
- Designating a Transportation Coordinator
- Biennial reports

	Office & High Technology Light Industry	Mftng/ Assembly (other than High Tech)	Professional Services Medical Clinics & Other Health Care Services	Hospitals	Retail/ Mixed Retail/ Shopping Centers	Mixed Uses
TMP Base Requirements	30,000 gsf or over ¹	50,000 gsf or over	30,000 gsf or over	80,000 sf or over	60,000 sf or over	5
TMP Requirement	69 points for 50,000 gsf or over	45 points for 150,000 gsf or over	45 points for 50,000 gsf or over	45 points for 80,000 sf or over	45 points for 150,000 sf or over	5
If performance targets are attained	5 point reduction after biennial survey confirmation ³	N/A	N/A	N/A	N/A	5
If performance targets are not attained	Additional 5 points required with each biennial survey confirmation until improvement occurs or additional efforts demonstrate no improvement ⁴	N/A	N/A	N/A	N/A	5

¹ Base requirements include: Line item parking costs, Employee Survey, Performance Goal

² Base requirements include: Line item parking costs for leased multi-family dwellings

³ Point reductions shall not be below required base level points

⁴ No more than 88 points shall be required for any development

⁵ Requirements apply for the same or most similar land uses

Table 9 - Alternative 4: Point Requirements

The point distributions in Table 11 were determined by adding the scores of four different criteria: the upfront capital and ongoing administrative burdens of property owners, whether the TDM element provided or supported a non-drive-alone transportation option, and the relative amount of drive-alone reduction expected with each practice. To maintain flexibility and allow for innovative approaches, this schedule of point values will be updated periodically, and will not be codified. To apply consistent values, subsequent point schedules will use the same scoring criteria.

Building TDM Practice		Financial Burden ¹	Administrative Burden ²	Transportation Choices ³	Mode Shift Impacts ⁴	Points
Base Requirements	Post Information	Low	Low	Med	Low	5
	Distribute Information	n/a	Low	Med	Low	4
	Designate Transportation Coordinator	n/a	High	High	High	9
	Biennial Report	n/a	Med	n/a	n/a	2
	Line Item Parking Costs	n/a	Low	High	High	7
	Ridematching Service	n/a	Med	Med	Med	6
	Biennial Survey	n/a	Med	n/a	n/a	2
	Performance Goal	n/a	High	High	High	9
Point Options	Showers	High	High	High	Low	10
	Lockers	Med	Med	Med	Low	7
	Building or Campus-based Bikeshare or Bike Maintenance Program	Med	Med	High	Low	8
	Membership in a TMA maintaining an average client drive-alone rate equal to or less than the current area-wide average ⁵	n/a	High	High	High	18 ⁶
	Designate preferential carpool/vanpool parking for at least 1 space or 5% of spaces, whichever is greater	Low	Med	Med	Med	7
	Locate carshare vehicle onsite, and designate preferential carshare parking for at least 1 space	Med	Low	High	Low	7
	Provide shuttle service to/from transit center or designated park and ride	High	High	High	High	12
	Minimum 2 Free Park days/mo. financial incentive for each designated non-drive-alone commuter	High	High	High	High	12
	Cost of short-term (daily) parking less than long-term (monthly) parking ⁷	n/a	Med	High	Med	7
	Guaranteed Ride Home Program	n/a	Med	Med	Med	6

Scoring Criteria: Low=1 point, Med=2 points, High=3 points

¹ Capital costs of property owners

² Operational and Maintenance costs of property owners

³ Score based on provision and support of a non-drive-alone mode

⁴ Score based on expected building-wide changes in drive-alone behavior

⁵ Or current area-wide target as determined by the director

⁶ Score is weighted to account for TMA services that reduce property owners' administrative burdens of: updating posted information, information distribution,

⁷ A per day equivalent based on 290 workdays/year

Table 10 - Alternative 4: Point Distribution

TMPs and Sustainable Development

An interesting trend in development activity is the number of developers and tenants that are practicing TDM activities as part of a LEED® or Built Green™ sustainable development certification, despite increased design, construction, and (re)certification costs. Recognizing benefits of reduced operation and maintenance lifecycle costs, sustainable marketing, increased recruitment and retention of tenants and employees, and minimized environmental impacts, Wright Runstad at City Center Plaza, PSE at The Summit, Beacon Capital, Microsoft at Lincoln Square, Gerding Edlin at Bellevue Towers, and the 8th St. Office Tower are all either LEED® certified or seeking certification. LEED® and Built Green™ are the nationally and locally recognized sustainable development certification programs, which can give almost 20% of certification credits for incorporating TDM practices in development. These certification programs encompass most of the elements in the TMP existing TMP code and some best practices as well (Table 5), so there is an obvious advantage for TMP-affected buildings to apply their requirement towards certification. Table 11 compares current TMP elements for each alternative and for each rating system.

Sustainable development is certainly increasing in popularity as climate change and environmental awareness has caused a reevaluation of energy use and the relationship between land use and transportation. Since LEED® and Built Green™ are market-based systems that address these issues, there is an opportunity for the City to leverage developers' interest in sustainable development and make them aware of potential credit opportunities if they are required to or elect to have a TMP condition. For example, Beacon Capital has two existing TMP-affected properties seeking LEED® certification that want to participate in the City's mode share surveys in order to prove that drive-alone rates are being reduced.

Element	Alternative 1: No Action	Alternative 2: Code Update	Alternative 3: Code Update + Best Practices	Alternative 4: Code Update + Point- based System	LEED® Rating System									
					NC ¹	CS ²	EB-OM ³	CI ⁴	HC ⁵	Retail-NC ⁶	Retail-CI ⁷	ND ⁸		
Current TMP code	Post information	x	x	x	x						0	0	0	
	Distribute information	x	x	x	x									
	Designate Transportation Coordinator	x	x	x	x									
	Preferential parking	x	x	x	0	0	0		0	0			0	
	Financial Incentive	x	x	x	0		0 ⁹				0	0	0	
	Guaranteed Ride Home Program	x	x	x	0						0	0		
	Leases stating line item parking cost	x	x	x	x									
	Ridematching Service	x	x	x	0									
	Survey	x	x	x	x			0						0
	Report	x	x	x	x			0						0
Best Practices	Implementation plan earlier		x	x	x									
	TMA membership			0	0									
	Bike Commuter Parking		x	x	x	0	0		0	0	0	0	0	
	Building or Campus-based Bikeshare or Bike Maintenance Program			x	0						0	0		
	Showers			x	0	0	0		0	0	0	0		
	Lockers			x	0	0	0		0	0	0	0		
	Posted on site activities with contact info		x	x	x						0	0		
	2 year performance goals		x	x	x			0					0	
	Credit towards goal			0										
	Adjust requirements according to performance			x	x									
	Record Implementation plan		x	x	x									
	Notice of ownership change		x	x	x									
	Shared use of facilities		0	0	0									
Provide shuttle service				0	0	0		0				0		
Locate Carshare vehicle on-site				0						0	0	0		
Provide Carshare membership				0						0	0			
Additional Elements	Cost of short-term (daily) parking less than long-term (monthly) parking ¹⁰				0									

x - Required, 0 - Optional

¹ New Construction (v 2.2, Oct. 2005 and 2009 draft update)

² Core and Shell (v 2.0, July 2006 and 2009 draft update)

³ Existing Building: Operations and Maintenance (April 2008 and 2009 draft update)

⁴ Commercial Interior (v 2.0, Dec. 2005 and 2009 draft update)

⁵ Healthcare (v. 2.2, Jan. 2007)

⁶ Retail: New Construction (July 2008 Pilot)

⁷ Retail: Commercial Interior (July 2008 Pilot)

⁸ Neighborhood Development (June 2007 Pilot)

⁹ 2009 draft update only

¹⁰ A per day equivalent based on 290 workdays/year

Table 11 - TMP Requirements Included in Sustainable Development Certifications

Conclusion

The characteristics of growth and employment in Bellevue make the existing TMP code a meaningful contributor to overall TDM goals of congestion reduction. Any potential code updates and/or alternative programs should strive to capture these characteristics at least as well as existing code.

Public input on this report will inform a preferred alternative and subsequent code modifications. The public involvement process is expected to finish in November 2008, and is planned as follows:

- 2 workshops open to the public and to include invitations to members of the Bellevue Downtown Association, the National Association of Industrial and Office Properties, the Bellevue Chamber of Commerce, and other identified stakeholders. Workshops are scheduled for Tuesday, October 28 from 8:00-9:30 a.m. and 3:30-5:00 p.m.
- Individual stakeholder meetings as requested.

Beyond code updates, outreach efforts are intended to renew TMP agreements where implementation has lapsed, and encourage transition to any new applicable standards. Performance recognition will reward those that have maintained steady programs.

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Appendix A – Current TMP Code

Bellevue City Code 14.60.070 Transportation management program.

A. The owner of property upon which new structural development is proposed shall, prior to any initial occupancy of any building, establish a transportation management program (TMP) to the extent required by BCC [14.60.070](#)(E) and in accordance with the provisions thereof.

B. Existing structures are not subject to the requirements of this section except where a substantial remodel is proposed.

C. The director shall specify the TMP submittal requirements, including type, detail, format, methodology, and number of copies, for an application subject to this section to be deemed complete and accepted for filing. The director may waive specific submittal requirements determined to be unnecessary for review of an application.

D. For the purposes of this section, the term “employees” includes all on-site workers in buildings subject to the requirements of this section.

E. The owner of any property for which a TMP is required shall include those components identified as requirements on the following Transportation Management Program Requirements Chart. The chart identifies the total gross square footage (for one or more structures) at which specific requirements become applicable. The requirements identified on the chart are described in BCC [14.60.070](#)(F).

TRANSPORTATION MANAGEMENT PROGRAM REQUIREMENTS

Programmatic Requirement (1)	Office & High Technology Light Industry (2)	Mftng/Assembly (other than High Tech)	Professional Services Medical Clinics & Other Health Care Services	Hospitals	Retail/ Mixed Retail/ Shopping Centers	Residential: Multiple Family Dwellings	Mixed Uses (3)
No requirements	Less than 30,000 gsf	Less than 50,000 gsf	Less than 30,000 gsf	Less than 80,000 gsf	Less than 60,000 gsf	Less than 100 units	(4)
Post information (See subsection (F)(1)(a) and (b))	30,000 gsf and over	50,000 gsf and over	30,000 gsf and over	80,000 gsf and over	60,000 gsf and over	100 units and over	(4)
Distribute information (See subsection (F)(2))	30,000 gsf and over	50,000 gsf and over	30,000 gsf and over	80,000 gsf and over	N/A	N/A	(4)
Provide transportation coordinator (See subsection (F)(3)(a) and (b))	50,000 gsf and over	150,000 gsf and over	50,000 gsf and over	80,000 gsf and over	150,000 gsf and over	N/A	(4)
Provide preferential parking (See subsection (F)(4)(a), (b) and (c))	50,000 gsf and over	150,000 gsf and over	50,000 gsf and over	80,000 gsf and over	150,000 gsf and over	N/A	(4)
Provide financial incentive (See subsection (F)(5))	50,000 gsf and over	150,000 gsf and over	50,000 gsf and over	80,000 gsf and over	N/A	N/A	(4)
Provide guaranteed ride home (See subsection (F)(6))	50,000 gsf and over	150,000 gsf and over	50,000 gsf and over	80,000 gsf and over	N/A	N/A	(4)

Footnotes to Transportation Program Requirements Chart:

- (1) Specific actions that the owner of the property must take to mitigate parking and traffic impacts.
- (2) Excluding medical clinics and other health care services.
- (3) Other than mixed retail.
- (4) Requirements for mixed uses will be determined on a project basis as described in subsection (G)(1) of this section.

F. As indicated on the Transportation Management Program Requirements Chart, the property owner shall:

1. Post Information.

a. Post ridesharing and transit information from Metro or other approved sources in a visible central location in the building, such as the lobby or other public area near the major entrance to the building on a continual basis. This requirement applies to each building in a building complex.

b. All posting materials required by the Transportation Management Program Requirements Chart must be provided by a source approved by the director.

2. Distribute Information. Distribute ridesharing and transit information from Metro or other approved sources annually to all tenants and employees and to new tenants and new employees. Such information must identify available ridesharing and transit services.

3. Provide a Transportation Coordinator.

a. The coordinator shall publicize the availability of ridesharing options, provide reports to the city (see BCC [14.60.070\(I\)](#)), act as liaison to the city, and provide ridesharing matching assistance in conjunction with Metro or a private system sponsored by the property owner as approved by the city.

b. The property owner must provide the transportation coordinator's name to the city. The coordinator must be available for meetings and training sessions conducted by the city or other agency approved by the city.

4. Provide Preferential Parking.

a. Provide specially marked parking spaces in a preferential location between 6:00 a.m. and 9:00 a.m. for each registered carpool and vanpool in which tenants and their employees participate. A preferential location includes proximity to the building and covered parking when possible.

b. Preferential parking must be enforced and monitored through on-site inspection at least three mornings a week.

c. To facilitate monitoring, carpools and vanpools must be certified by the coordinator through a registration system as approved by the city, and be recertified quarterly.

5. Provide Financial Incentive. Provide a minimum of \$15.00 per month financial incentive for employees on-site who commute by carpool, vanpool or transit. The financial incentive for transit riders and Metro vanpool riders will be a discounted Metro Transit (or a comparable service) bus/vanpool pass. The financial incentive for each carpool and non-Metro vanpool participant will be a cash bonus to the participant, a coupon redeemable for gasoline, or an equivalent discount in parking charges.

6. Provide Guaranteed Ride Home. Provide a taxi-scrip system of low-cost rides home for on-site employee transit riders or registered on-site employee carpools and vanpools who miss a bus or ride because of an employer requirement to work late or because of a need to leave early due to illness or home emergency.

G. Determination of Requirements for Mixed Uses. The director shall determine the transportation management program requirements for mixed uses. These requirements shall be

limited to the requirements described in subsections E and F. The director shall apply the requirements for the same or most similar uses as described in subsections E and F.

- H. Substitution of Alternate Program.** With the approval of the director, an alternate transportation management program may be substituted by the property owner for those components identified as requirements in subsection F if, in the judgment of the director, the alternate program is at least equal in potential benefits to the requirements in subsection F.
- I. Reporting Requirements.** Beginning one year after the issuance of a final certificate of occupancy, and every two years thereafter for development subject to this section, the property owner shall submit a report to the director, who shall then determine compliance with this section. The report shall describe each of the required transportation management program components that were in effect for all previous years, the total number of on-site employees, the expenditures for financial incentives and guaranteed ride home, the number of bus passes sold, and the number of registered carpools and vanpools. A report form will be provided to the property owner by the city.
- J. Recording.** Prior to the issuance of a building permit or of any approvals made pursuant to Chapter [20.30](#) BCC, the owner of property subject to this section shall record an agreement between the city and the property owner with King County division of records and elections and with the Bellevue city clerk that requires compliance with this section by the present and future owners of the property. ([Ord. 4822](#) § 1, 1995.)

Bellevue City Code 14.60.080 Transportation management program – Downtown.

- A.** The director may require a transportation management program (TMP) for any project proposed within the downtown in order to reduce congestion, reduce peak hour trips, or implement the policies of the comprehensive plan.
- B. Programmatic Requirements.**
- 1.** The owner of a building with 50,000 gross square feet or more of office shall, in addition to the programmatic elements identified in the Transportation Management Requirement Chart in BCC [14.60.070](#)(F), perform or cause to be performed the following elements:
 - a.** Commuting options information boards for each tenant with 50 or more employees.
 - b.** Leases in which the tenants are required to participate in periodic employee surveys.
 - c.** Identification of parking cost as a separate line item in such leases and a minimum rate for monthly long-term parking, not less than the cost of a current Metro two-zone pass.
 - d.** A personalized ridematching service for building employees to encourage carpool and vanpool formation. The ridematching service must enhance the computerized ridematching service available from Metro (or a comparable service), with personalized follow-up with individual employees.
 - 2.** Duration. The programmatic requirements shall continue for the life of the building.
- C. Performance Goals.**
- 1.** The owner of a building with 50,000 gross square feet or more of office shall, as part of the TMP for the building, comply with the following performance goals:

- a. For every other year beginning with the building's first certificate of occupancy (CO) anniversary and for 10 years thereafter, the performance goals shall become more restrictive, so that by the tenth year the maximum SOV rate will be reduced by 35 percent from the CO year baseline.
- b. The city may adjust the above rates every other year based on review of current conditions in the downtown, the characteristics of the building, and other local or state regulations.
- c. These performance goals apply to present and future property owners for the life of the building.

D. Survey and Analysis Requirements.

- 1. **Employee Survey.** The property owner shall conduct a survey to determine the employee mode split. The survey must be conducted by an independent agent approved by the city. This survey shall be conducted in a manner to produce a 70 percent response rate and shall be representative of the employee population. If the response rate is less than 70 percent, all nonresponses up to 70 percent shall be considered SOV trips. The survey results shall be used as the basis for calculating performance levels. The city shall provide a survey form to the property owner.
- 2. **Schedule of Survey.** The survey is to be conducted every two years; the first survey shall be conducted one year after the issuance of the CO.

3. Analysis of Performance Goals.

a. Single Occupancy Vehicle Use Formula:

$(NS/NT)(100) = \text{percent SOV use, where:}$

NS = number of employees who commute to work by SOV

NT = total number of employees.

E. Reporting Requirements.

- 1. **Content of Evaluation Report.** The property owner shall submit a report to the city which includes the following elements:
 - a. The property owner's compliance with the performance goals listed in BCC [14.60.080\(C\)](#), including the number of HOV spaces, their location, how HOV spaces are monitored, loading and van parking locations, transportation coordinator activities, the number and location of commuter information centers and employer commuter options boards, an example of lease language, past and current parking costs and ridematch activities.
 - b. The results of the employee survey, including the survey procedures and the percent SOV use by employees.
 - c. Any nonrequired activities undertaken by the property owner to encourage HOV and transit use or any unusual circumstances which have affected SOV use.

The city will provide a report form to the property owner.

- 2. **Reporting Schedule.** An initial action plan for implementing the TMP shall be submitted within six months of the issuance of the temporary certificate of occupancy. The action plan shall describe transportation management techniques that the property owner will use to encourage HOV use by employees and reduce peak period vehicle trips as necessary to meet

the performance goals. City staff will be available to assist in the development of the action plan. The evaluation reports shall occur by building's first CO anniversary, and every two years thereafter.

F. Failure to Meet Performance Goals.

- 1. Remedies.** If the city determines that the property owner has failed to meet the performance goals of BCC [14.60.080\(C\)](#), the property owner shall comply with the action plan, employee survey and reporting requirements as set forth below.
- 2. Action Plan Requirement.**
 - a. Plan Required.** If the property owner fails to meet the performance goals, the property owner shall prepare, submit to the city and implement an action plan to meet the performance goals within one year.
 - b. Adequacy of Plan.** The property owner will be allowed flexibility in developing the action plan subject to city review and approval, which approval shall not be unreasonably withheld. As a guide to this review, the city will evaluate the following:
 - i.** The relationship of the number of employees that would be affected by the plan actions to the size of the deficiency which must be reduced.
 - ii.** The effectiveness of proposed actions as they have been applied elsewhere in comparable settings.
 - iii.** The schedule for implementation of the action plan and the assignment of responsibilities for each task.
- 3. Annual Employee Survey Requirements.** An employee survey shall be conducted within one year of the date of submission of the previous report to the city. This survey shall be conducted under the same conditions and using the same methods as described in BCC [14.60.080\(D\)\(1\)](#).
- 4. Annual Report Requirement.** A report shall be submitted one year after the submission of the previous report. The report shall include all of the contents described in BCC [14.60.080\(E\)\(1\)](#), and in addition shall include descriptions of:
 - a.** Implementation of the action plan, including expenditures; and
 - b.** Summary of effectiveness of elements of the action plan.
- 5. Duration.** The property owner shall comply with the action plan, the annual survey and the annual report requirements every year that the property owner fails to meet the performance goals up to a maximum of six years after submission of the first report.
- 6. Assurance Device.** In the event of a failure by the property owner to meet the performance goals, the property owner shall provide to the city an assurance bond, or other assurance device referenced in BCC [14.60.021\(C\)](#), at the property owner's option, securing any financial incentives prescribed in an action plan. The assurance device shall equal the cost of the maximum incentive levels which could be required for the following year as referenced in the action plan. The amount of the assurance device shall be determined when the level of activity is determined on the action plan. The assurance device shall be issued not later than 60 days after this determination.

G. Violations. The property owner shall be in violation of the requirements of BCC [14.60.080](#) if he/she fails to:

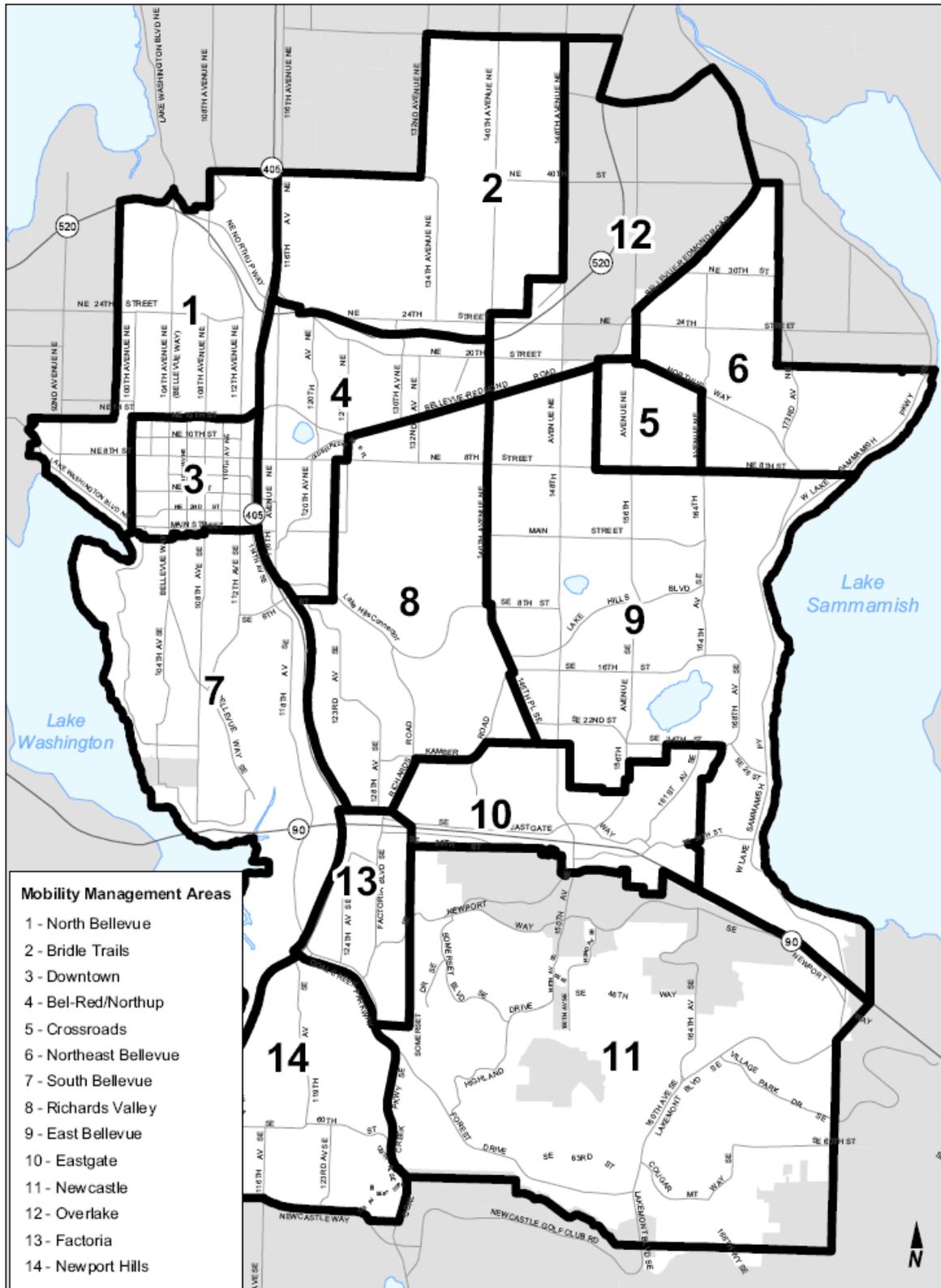
1. Comply with the programmatic requirements of BCC [14.60.080\(B\)\(1\)](#); or
2. Comply with the reporting requirements of BCC [14.60.080\(E\)](#); or
3. Submit the required action plans required in BCC [14.60.080\(F\)\(2\)](#); or
4. Implement the required action plans required in BCC [14.60.080\(F\)\(2\)](#); or
5. Conduct the required employee survey of BCC [14.60.080\(F\)\(3\)](#). ([Ord. 4822](#) § 1, 1995.)

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Appendix B – TMP List

TMP #	Building Name	Address	Status
2	One Bellevue Center	411 108th Ave NE	Existing
3	US Bank Plaza/Plaza Center	10900 & 10800 NE 8th St	Existing
4	Skyline Tower/First Mutual Bank	10900 NE 4th St and 400 108th Ave NE	Existing
5	Symetra Financial Center	777 108th Ave NE	Existing
6	Bellevue Place	10500 NE 8th	Existing
7	City Center Bellevue	500 108th Ave. NE	Existing
8	110 Atrium Place	110 110th Ave NE	Existing
9	Plaza East	1110 NE 8th	Existing
10	Bellevue Pacific Center	188 106th Ave. NE	Existing
11	Pacific First Plaza	155 108th Ave NE	Existing
12	Key Center	601 108th Ave. NE	Existing
13	112 @ 12th	1100, 1110, & 1120 12th Ave NE	Existing
14	Civica	202 & 225 108th Ave NE	Existing
15	The Summit	320 108th Ave NE	Existing
16	Lincoln Square	610 Bellevue Way NE	Pending
17	Newport Towers	12920 SE 38th St and 3655 131st Ave SE	Existing
18	Boeing I-90 Eastgate	3005 160th Ave SE	Existing
19	Sunset Corporate Campus	13810 and 13920 SE Eastgate Way	Existing
21	Sunset Ridge Office Bldg 3,4, & 5	3180, 3150 & 3060 139th Ave SE	Existing
22	Sunset Ridge Condos	2900 142nd Pl SE	Existing
23	Unigard Insurance Park	15805 NE 24th Street	Existing
24	Overlake Hospital	1035 116th Ave NE	Existing
25	Avalon Meydenbauer	221 105th Ave NE	Recent
26	Advanta	3005 160th Ave SE	Recent
27	Belletini	1115 108th Ave NE	Recent
28	Tower 333	333 104th Ave NE	Recent
29	Group Health Medical Center	925 116th Ave NE	Recent
30	Washington Square	10620 NE 8th Street	Recent
31	Ashwood Commons Phase II	909 110th Ave NE	Pending
32	City Center East	10903 NE 6th Street	Pending
33	1020 Tower	1020 108TH Avenue NE	Recent
34	Vue Hanover	1019 108th Avenue NE	Pending
35	Bravern	11155 NE 8th Street	Pending
36	Bellevue Towers	10608 NE 4th	Pending
37	Ridgewood Plaza	11900 NE 1st Street	Existing
38	989 Elements	989 112th Ave NE	Existing
39	Metro 112	317 112th Ave NE	Pending
40	Belcarra	1032 106th Ave NE	Pending
41	Dally Building	11624 SE 5th St	Existing
42	Forum Condos	10129 Main St	Existing
43	Kelsey Lane Condos	12559 NE 8th St	Existing
44	1101 NE 12th St	1101 NE 12th St	Existing
45	Lowe's	11959 Northup Way	Existing
46	Burkheimer Office Building	2675 120th Ave NE	Existing
47	415 118th SE	415 118th Ave SE	Existing
48	2851 & 2863 124th Ave SE	2851 & 2863 124th Ave SE	Existing
49	324 102nd Ave SE	324 102nd Ave SE	Existing
50a	Excalibur Apartments	123 112th Ave NE	Existing
50b	Tally Building	200 112th Ave NE	Existing
51	355 118th Ave SE	355 118th Ave SE	Existing
52	Bellevue @ Main	15 Bellevue Way SE	In Review
53	Lake Hills Shopping Center	549 156th Ave SE	Pending
54	8th St Office Highrise	10833 NE 8th St	In Review
55	Bellevue Plaza	139 106th Ave NE	In Review
56	The Summit Bldg C	320 108th Ave NE	Pending
57	Legacy Apartments	200 106th Ave NE	In Review
58	Pacific Regent	919 109th Ave NE	In Review
59	Vida Condos	11011 NE 9th St	In Review
60	Avalon @ NE 10th St	939 Bellevue Way NE	In Review
61	Hanover Bellevue Cadillac	1001 106th Ave NE	Expected
62	Lincoln Square II	410 & 523 Bellevue Way NE	Expected
63	Surrey Building	10777 Main St	Expected
64	Puget Sound Energy	13230 SE 32nd St	Recent

Appendix C – Mobility Management Areas



Appendix D – Alternative 2: Code Update

14.60.070 Transportation management program.

A. The owner of property upon which new structural development is proposed shall, prior to any ~~initial occupancy~~ **Temporary Certificate of Occupancy** of any building, ~~establish~~ **implement** a transportation management program (TMP) to the extent required by BCC [14.60.070](#)(E) and in accordance with the provisions thereof.

B. Existing TMP-affected properties may elect to transition to current code requirements.

Existing structures **that are not TMP-affected** are not subject to the requirements of this section except where a substantial remodel **as defined in the Land Use Code** is proposed.

C. The director shall specify the TMP submittal requirements, including type, detail, format, methodology, and number of copies, for an application subject to this section to be deemed complete and accepted for filing. The director may waive specific submittal requirements determined to be unnecessary for review of an application.

D. For the purposes of this section, the term “employees” includes all on-site workers in buildings subject to the requirements of this section.

E. The owner of any property for which a TMP is required shall include those components identified as requirements on the following Transportation Management Program Requirements Chart. The chart identifies the total gross square footage (for one or more structures) at which specific requirements become applicable. The requirements identified on the chart are described in BCC [14.60.070](#)(F). **Requirements shall be applicable to any subsequent owners for the life of the building(s).**

TRANSPORTATION MANAGEMENT PROGRAM (TMP) REQUIREMENTS

Programmatic Requirement (1)	Office & High Technology Light Industry (2)	Mftng/Assembly (other than High Tech)	Professional Services Medical Clinics & Other Health Care Services	Hospitals	Retail/ Mixed Retail/ Shopping Centers	Residential: Multiple Family Dwellings	Mixed Uses (3)
No requirements	Less than 30,000 gsf	Less than 50,000 gsf	Less than 30,000 gsf	Less than 80,000 gsf	Less than 60,000 gsf	Less than 100 units	(4)
Post information (See subsection (F)(1)(a) and (b))	30,000 gsf and over	50,000 gsf and over	30,000 gsf and over	80,000 gsf and over	60,000 gsf and over	100 units and over	(4)
Distribute information (See subsection (F)(2))	30,000 gsf and over	50,000 gsf and over	30,000 gsf and over	80,000 gsf and over	N/A 60,000 gsf and over	N/A	(4)
Provide transportation coordinator (See subsection (F)(3)(a) and (b))	50,000 gsf and over 30,000 gsf and over	150,000 gsf and over 50,000 gsf and over	50,000 30,000 gsf and over	80,000 gsf and over	150,000 gsf and over 60,000 gsf and over	N/A	(4)
Line item parking costs in lease agreements (See subsection (F)(4))	30,000 gsf and over	N/A	N/A	N/A	N/A		
Provide Bicycle Parking (See subsection (F)(5))	30,000 gsf and over	50,000 gsf and over	30,000 gsf and over	80,000 gsf and over	60,000 gsf and over		
Submit TMP implementation plan (See subsection (F)(6))	30,000 gsf and over	50,000 gsf and over	30,000 gsf and over	80,000 gsf and over	60,000 gsf and over		
Submit biennial report (See subsection (F)(7))	30,000 gsf and over	50,000 gsf and over	30,000 gsf and over	80,000 gsf and over	60,000 gsf and over		
Submit proof of legal recording (See subsection (F)(8))	30,000 gsf and over	50,000 gsf and over	30,000 gsf and over	80,000 gsf and over	60,000 gsf and over		
Provide preferential parking (See subsection (F)(49)(a), (b) and (c))	50,000 gsf and over	150,000 gsf and over	50,000 gsf and over	80,000 gsf and over	150,000 gsf and over	N/A	(4)
Provide financial incentive (See subsection (F)(510))	50,000 gsf and over	150,000 gsf and over	50,000 gsf and over	80,000 gsf and over	N/A 150,000 gsf and over	N/A	(4)
Provide guaranteed ride home (See subsection (F)(611))	50,000 gsf and over	150,000 gsf and over	50,000 gsf and over	80,000 gsf and over	N/A 150,000 gsf and over	N/A	(4)
Facilitate Ridematching Service (F)(12))	50,000 gsf and over	N/A	N/A	N/A	N/A		(4)
Employee survey (See subsection (F)(13))	50,000 gsf and over	N/A	N/A	N/A	N/A		(4)
Employee survey participation in lease agreements (See subsection (F)(14))	50,000 gsf and over	N/A	N/A	N/A	N/A		(4)
Performance goal (See subsection (F)(15))	50,000 gsf and over	N/A	N/A	N/A	N/A		(4)

Footnotes to Transportation Program Requirements Chart:

- (1) Specific actions that the owner of the property must take to mitigate parking and traffic impacts.
- (2) Excluding medical clinics and other health care services.
- (3) Other than mixed retail.
- (4) Requirements for mixed uses will be determined on a project basis as described in subsection (G)(4) of this section.

F. As indicated on the Transportation Management Program Requirements Chart, the property owner shall:

1. Post Information.

a. Post ridesharing and transit information from Metro, Sound Transit, or other approved sources; information about walking and bicycling; traffic information; all TMP elements practiced onsite; and Transportation Coordinator's contact information in a visible central location in the building, such as the lobby or other public area near the major entrance to the building on a continual basis. Posting a url link for online access may be considered adequate for fulfilling this requirement if the url link provides sufficient information as determined by the Director. This requirement applies to each building in a building complex or phased project.

b. All posting materials required by the Transportation Management Program Requirements Chart must be provided by a source approved by the director.

2. Distribute Information. Distribute ridesharing and transit information from Metro, Sound Transit, or other approved sources annually to all tenants and employees and to new tenants and new employees. Such information must identify available ridesharing and transit services; information about walking and bicycling; all TMP elements practiced onsite; and the Transportation Coordinator's contact information.

3. Provide a Transportation Coordinator.

a. The coordinator shall publicize the availability of ridesharing commute options, provide reports to the city (see BCC [14.60.070\(F.7\)](#)), act as liaison to the city, assist with commute surveys, if required (see BCC 14.60.070(13)), and provide ridesharing matching assistance in conjunction with Metro or a private system sponsored by the property owner as approved by the city.

b. The property owner must provide the transportation coordinator's name to the city. The coordinator must be available for quarterly meetings and training sessions conducted by the city or other agency approved by the city. The property owner and manager must allow the coordinator to access building tenants. TransManage or another organization approved by the City may act as Transportation Coordinator.

4. Line Item Parking Costs in Lease Agreements. Identification of market-rate parking cost as a separate line item in such leases and a minimum rate for monthly long-term parking, not less than the cost of a current Metro two-zone pass.

5. Provide Bicycle Parking. Provide secure, covered bicycle commuter parking in a preferred location. A preferential location is characterized by proximity to a building entrance or garage elevator and the primary bicycle entrance to the parking facility. The amount of bicycle parking provided shall meet applicable bicycle parking requirements specified in the Land Use Code and be in sufficient supply to meet demand.

6. Submit TMP Implementation Plan. An initial ~~action~~ TMP implementation plan for implementing the TMP shall be submitted within six months of before the issuance of the temporary certificate of occupancy building permit. The ~~action~~ implementation plan shall describe each transportation management techniques that the property owner will use to

~~encourage HOV use by employees and reduce peak period vehicle trips as necessary to meet the performance goals~~ program requirement applicable to the property and a timeline for implementation for each requirement. The locations of commuter information centers, preferential carpool and vanpool parking, bicycle parking, and showers or lockers shall be identified on project plans. City staff will be available to assist in the development of the ~~action~~ implementation plan.

7. Submit Biennial Report. The property owner shall submit a completed report form provided by the city every two years, for the life of the building. The report shall describe compliance with each of the required transportation management program components, the total number of onsite employees, the total number of tenants, the total number of parking spaces, the location of carpool and vanpool loading zones, parking management operations, and any voluntary efforts to mitigate parking and traffic impacts. The city shall then determine compliance with this section. For buildings with 90 percent of employees subject to CTR requirements, CTR reports may substitute for the biennial report.

8. Submit Proof of Legal Recording. Prior to the issuance of a building permit or of any approvals made pursuant to Chapter 20.30 BCC, the owner of property subject to this section shall record an agreement ~~and a TMP implementation plan~~ between the city and the property owner with King County ~~division of records and elections~~ Recorder's Office and with the Bellevue city clerk that requires compliance with this section by the present and future owners of the property. (Ord. 4822 § 1, 1995.) ~~A copy of the legal recording(s) shall be submitted to the city TMP administrator.~~

~~4.~~ **9. Provide Preferential Parking.**

a. Provide specially marked parking spaces in a preferential location between 6:00 a.m. and 9:00 a.m. for each registered carpool and vanpool in which tenants and their employees participate. ~~At least 1 parking space, or 5 percent of parking spaces, whichever is greater, shall be designated preferential spaces. Additional spaces will be designated as demand exceeds supply. A preferential location includes is characterized by proximity to the a main building entrance, exclusive of designated disabled spaces, and covered parking when possible. For structured parking, a preferential location includes proximity to a building or elevator entrance and the primary vehicle entrance to the parking facility.~~

~~b. Preferential parking must be enforced and monitored through on-site inspection at least three mornings a week.~~

c. To facilitate monitoring, carpools and vanpools must be certified by the coordinator through a registration system as approved by the city, and be recertified quarterly.

~~5.~~ **10. Provide Financial Incentive.**

Provide a ~~minimum of \$15.00 per monthly~~ financial incentive for employees on-site who commute by carpool, vanpool, ~~or~~ transit, walking, bicycling, or any other non-drive-alone mode, including teleworking or multiple modes. ~~The financial incentive for transit riders and Metro vanpool riders will be a discounted Metro Transit (or a comparable service) bus/vanpool pass. The financial incentive for each carpool and non-Metro vanpool participant will be a cash bonus to the~~

participant, a coupon redeemable for gasoline, or an equivalent discount in parking charges. To be eligible for an incentive as a carpool or vanpool participant, a minimum of 3 employees is required for each registered carpool and vanpool, and a maximum of 2 building employees may be required for each registered carpool and vanpool. The financial incentive will be at least 2 days of free parking per month, or an equivalent value reduction in monthly parking fees for each eligible carpool or vanpool participant. All non-drive-alone commuters shall have access privileges equivalent to drive-alone commuters, such as daily in-and-out parking privileges, including Free Park days, and weekend access if available.

6. 11. Provide Guaranteed Ride Home. Requirement subject to availability of City-sponsored program. Provide a taxi-scrip system of low-cost free rides home for on-site registered non-drive-alone employees transit riders or registered on-site employee carpools and vanpools who miss a bus or ride because of who have an unexpected employer requirement to work late or because of a need to leave early due to illness or home emergency.

12. Facilitate Ridematching Service. Promote and facilitate use of regional ridematching service by building employees so as to encourage carpool and vanpool formation. At least 1 ridematching event shall be held annually and may include employees from adjacent buildings to encourage ridematching across buildings. A personalized ridematching service for building employees to encourage carpool and vanpool formation. The ridematching service must enhance the computerized ridematching service available from Metro (or a comparable service), with personalized follow up with individual employees.

13. Employee Survey. The property owner shall conduct a survey to determine the employee mode split. The survey must be conducted by an independent agent approved by the city. This survey shall be conducted in a manner to produce a 70 percent response rate and shall be representative of the employee population. If the response rate is less than 70 percent, all nonresponses up to 70 percent shall be considered SOV trips. The survey results shall be used as the basis for calculating performance levels. The city shall provide a survey form to the property owner. For building tenants subject to CTR requirements, CTR survey results may substitute for the building survey.

a. Schedule of Survey. The survey is to be conducted every two years or in conjunction with the City's Mode Share Survey; the first survey shall be conducted one year after the issuance of the CO.

b. Analysis of Performance Goals.

i. Single Occupancy Vehicle Use Formula:

$(NS/NT)(100) = \text{percent SOV use, where:}$

NS = number of employees who commute to work by SOV

NT = total number of employees

14. Employee Survey Participation in Lease Agreements. Leases agreements in which the shall specify that tenants are required to participate in periodic employee surveys.

15. Performance Goal. The owner of a building with 50,000 gross square feet or more of office subject to this requirement shall, as part of the TMP for the building, comply with the following performance goals:

- a. For every other year beginning with the building's first certificate of occupancy (CO) anniversary and for 10 years thereafter, the performance goals shall become ~~more~~ progressively restrictive by 4 percent every 2 years, so that by the tenth year the maximum SOV rate will be reduced by ~~35~~ 20 percent from the CO year baseline. ~~The 4 percent increments shall be calculated by dividing the total 20 percent target by 5.~~
- b. The city may adjust the above rates every other year based on review of current conditions ~~in the downtown~~, the characteristics of the building, and other local or state regulations.
- c. These performance goals apply to present and future property owners for the life of the building.

G. Determination of Requirements for Mixed Uses. The director shall determine the transportation management program requirements for mixed uses. These requirements shall be limited to the requirements described in subsections E and F. The director shall apply the requirements for the same or most similar uses as described in subsections E and F.

H. Substitution of Alternate Program. With the approval of the director, an alternate transportation management program may be substituted by the property owner for those components identified as requirements in subsection F if, in the judgment of the director, the alternate program is at least equal in potential benefits to the requirements in subsection F. ~~Commute Trip Reduction (CTR) components may substitute for similar TMP components listed in subsection F only for CTR-affected tenants. Required TMP components not covered by CTR-affected tenants must be fulfilled by the property owner.~~

I. Reporting Requirements. ~~Beginning one year after the issuance of a final certificate of occupancy, and every two years thereafter for development subject to this section, the property owner shall submit a report to the director, who shall then determine compliance with this section. The report shall describe each of the required transportation management program components that were in effect for all previous years, the total number of on-site employees, the expenditures for financial incentives and guaranteed ride home, the number of bus passes sold, and the number of registered carpools and vanpools. A report form will be provided to the property owner by the city. See 14.60.070(F)(7)~~

J. Recording. ~~Prior to the issuance of a building permit or of any approvals made pursuant to Chapter 20.30 BCC, the owner of property subject to this section shall record an agreement between the city and the property owner with King County division of records and elections and with the Bellevue city clerk that requires compliance with this section by the present and future owners of the property. (Ord. 4822 § 1, 1995.) See 14.60.070(F)(8)~~

I. Failure to Meet Performance Goals.

1. Remedies. If the city determines that the property owner has failed to meet the progressive or overall performance goals of BCC ~~14.60.080(C)~~ 14.60.070(F)(15), the

property owner shall comply with the action plan, employee survey and reporting requirements as set forth below.

2. Action Plan Requirement.

a. Plan Required. If the property owner fails to meet the performance goals, the property owner shall prepare, submit to the city and implement an action plan to meet the performance goals within one year.

b. Adequacy of Plan. The property owner will be allowed flexibility in developing the action plan subject to city review and approval, which approval shall not be unreasonably withheld. As a guide to this review, the city will evaluate the following:

i. The relationship of the number of employees that would be affected by the plan actions to the size of the deficiency which must be reduced.

ii. The effectiveness of proposed actions as they have been applied elsewhere in comparable settings.

iii. The schedule for implementation of the action plan and the assignment of responsibilities for each task.

3. Annual Employee Survey Requirements. An employee survey shall be conducted within one year of the date of submission of the previous report to the city. This survey shall be conducted under the same conditions and using the same methods as described in BCC ~~14.60.080(D)(1)~~ **14.60.070(F)(13)**.

4. Annual Report Requirement. A report shall be submitted one year after the submission of the previous report. The report shall include all of the contents described in BCC ~~14.60.080(E)(1)~~ **14.60.070(F)(7)**, and in addition shall include descriptions of:

a. Implementation of the action plan, including expenditures; and

b. Summary of effectiveness of elements of the action plan.

5. Duration. The property owner shall comply with the action plan, the annual survey and the annual report requirements every year that the property owner fails to meet the **progressive or overall** performance goals ~~up to a maximum of six years after submission of the first report.~~

6. Assurance Device. In the event of a failure by the property owner to meet the performance goals, the property owner shall provide to the city an assurance bond, or other assurance device referenced in BCC [14.60.021\(C\)](#), at the property owner's option, securing any financial incentives prescribed in an action plan. The assurance device shall equal the cost of the maximum incentive levels which could be required for the following year as referenced in the action plan. The amount of the assurance device shall be determined when the level of activity is determined on the action plan. The assurance device shall be issued not later than 60 days after this determination.

J. Violations. **The Director shall assign responsibility for monitoring and enforcing compliance.** The property owner shall be in violation of the requirements of BCC ~~14.60.080~~ **14.60.070** if he/she fails to:

1. Comply with the programmatic requirements of BCC ~~14.60.080(B)(1)~~ 14.60.070(E)(F) and/or 14.60.070 (I); or
2. Comply with the reporting requirements of BCC ~~14.60.080(E)~~; or
3. Submit the required action plans required in BCC ~~14.60.080(F)(2)~~; or
4. Implement the required action plans required in BCC ~~14.60.080(F)(2)~~; or
5. Conduct the required employee survey of BCC ~~14.60.080(F)(3)~~. (~~Ord. 4822 § 1, 1995.~~)

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14.60.080 Transportation management program—Downtown.

A. The director may require a transportation management program (TMP) for any project proposed within the downtown in order to reduce congestion, reduce peak hour trips, or implement the policies of the comprehensive plan.

B. Programmatic Requirements.

1. The owner of a building with 50,000 gross square feet or more of office shall, in addition to the programmatic elements identified in the Transportation Management Requirement Chart in BCC [14.60.070\(F\)](#), perform or cause to be performed the following elements:

a. Commuting options information boards for each tenant with 50 or more employees.

b. Leases in which the tenants are required to participate in periodic employee surveys. [See 14.60.070\(F\)\(14\)](#)

c. Identification of parking cost as a separate line item in such leases and a minimum rate for monthly long-term parking, not less than the cost of a current Metro two-zone pass. [See 14.60.070\(F\)\(4\)](#)

d. A personalized ridematching service for building employees to encourage carpool and vanpool formation. The ridematching service must enhance the computerized ridematching service available from Metro (or a comparable service), with personalized follow-up with individual employees. [See 14.60.070\(F\)\(12\)](#)

2. Duration. The programmatic requirements shall continue for the life of the building. [See 14.60.070\(E\)](#)

C. Performance Goals. [See 14.60.070\(F\)\(15\)](#)

1. The owner of a building with 50,000 gross square feet or more of office shall, as part of the TMP for the building, comply with the following performance goals:

a. For every other year beginning with the building's first certificate of occupancy (CO) anniversary and for 10 years thereafter, the performance goals shall become more restrictive, so that by the tenth year the maximum SOV rate will be reduced by 35 percent from the CO year baseline.

b. The city may adjust the above rates every other year based on review of current conditions in the downtown, the characteristics of the building, and other local or state regulations.

c. These performance goals apply to present and future property owners for the life of the building.

D. Survey and Analysis Requirements. [See 14.60.070\(F\)\(13\)](#)

1. Employee Survey. The property owner shall conduct a survey to determine the employee mode split. The survey must be conducted by an independent agent approved by the city. This survey shall be conducted in a manner to produce a 70 percent response rate and shall be representative of the employee population. If the response rate is less than 70 percent, all nonresponses up to 70 percent shall be considered SOV trips. The

survey results shall be used as the basis for calculating performance levels. The city shall provide a survey form to the property owner.

2. Schedule of Survey. The survey is to be conducted every two years; the first survey shall be conducted one year after the issuance of the CO.

3. Analysis of Performance Goals.

a. Single Occupancy Vehicle Use Formula:

$(NS/NT)(100)$ = percent SOV use, where:

NS = number of employees who commute to work by SOV

NT = total number of employees.

E. Reporting Requirements. See 14.60.070(F)(7)

1. Content of Evaluation Report. The property owner shall submit a report to the city which includes the following elements:

a. The property owner's compliance with the performance goals listed in BCC 14.60.080(C), including the number of HOV spaces, their location, how HOV spaces are monitored, loading and van parking locations, transportation coordinator activities, the number and location of commuter information centers and employer commuter options boards, an example of lease language, past and current parking costs and ridematch activities.

b. The results of the employee survey, including the survey procedures and the percent SOV use by employees.

c. Any nonrequired activities undertaken by the property owner to encourage HOV and transit use or any unusual circumstances which have affected SOV use.

The city will provide a report form to the property owner.

2. Reporting Schedule. An initial action plan for implementing the TMP shall be submitted within six months of the issuance of the temporary certificate of occupancy. The action plan shall describe transportation management techniques that the property owner will use to encourage HOV use by employees and reduce peak period vehicle trips as necessary to meet the performance goals. City staff will be available to assist in the development of the action plan. The evaluation reports shall occur by building's first CO anniversary, and every two years thereafter. See 14.60.070(F)(6)

F. Failure to Meet Performance Goals. See 14.60.070(I)

1. Remedies. If the city determines that the property owner has failed to meet the performance goals of BCC 14.60.080(C), the property owner shall comply with the action plan, employee survey and reporting requirements as set forth below.

2. Action Plan Requirement.

a. Plan Required. If the property owner fails to meet the performance goals, the property owner shall prepare, submit to the city and implement an action plan to meet the performance goals within one year.

b. Adequacy of Plan. The property owner will be allowed flexibility in developing the action plan subject to city review and approval, which approval shall not be

unreasonably withheld. As a guide to this review, the city will evaluate the following:

- i. The relationship of the number of employees that would be affected by the plan actions to the size of the deficiency which must be reduced.
- ii. The effectiveness of proposed actions as they have been applied elsewhere in comparable settings.
- iii. The schedule for implementation of the action plan and the assignment of responsibilities for each task.

3. Annual Employee Survey Requirements. An employee survey shall be conducted within one year of the date of submission of the previous report to the city. This survey shall be conducted under the same conditions and using the same methods as described in BCC [14.60.080\(D\)\(1\)](#).

4. Annual Report Requirement. A report shall be submitted one year after the submission of the previous report. The report shall include all of the contents described in BCC [14.60.080\(E\)\(1\)](#), and in addition shall include descriptions of:

- a. Implementation of the action plan, including expenditures; and
- b. Summary of effectiveness of elements of the action plan.

5. Duration. The property owner shall comply with the action plan, the annual survey and the annual report requirements every year that the property owner fails to meet the performance goals up to a maximum of six years after submission of the first report.

6. Assurance Device. In the event of a failure by the property owner to meet the performance goals, the property owner shall provide to the city an assurance bond, or other assurance device referenced in BCC [14.60.021\(C\)](#), at the property owner's option, securing any financial incentives prescribed in an action plan. The assurance device shall equal the cost of the maximum incentive levels which could be required for the following year as referenced in the action plan. The amount of the assurance device shall be determined when the level of activity is determined on the action plan. The assurance device shall be issued not later than 60 days after this determination.

G. Violations. The property owner shall be in violation of the requirements of BCC [14.60.080](#) if he/she fails to: [See 14.60.070\(J\)](#)

1. Comply with the programmatic requirements of BCC [14.60.080\(B\)\(1\)](#); or
2. Comply with the reporting requirements of BCC [14.60.080\(E\)](#); or
3. Submit the required action plans required in BCC [14.60.080\(F\)\(2\)](#); or
4. Implement the required action plans required in BCC [14.60.080\(F\)\(2\)](#); or
5. Conduct the required employee survey of BCC [14.60.080\(F\)\(3\)](#). ([Ord. 4822](#) § 1, 1995.)

Appendix E – Comparison of Local TMP Requirements

The following table compares Bellevue TMP requirements with neighboring jurisdictions.

Requirement	Bellevue	Seattle	Kirkland	Redmond
Post information	X	X	X	X
Distribute information	X	X	X	
Transportation Coordinator	X	X	X	X
Preferential parking	X	X	X	X
Financial Incentive	X	X		X
GRH	X	X	X	
Good faith tenant participation in lease agreements		X		
Employee surveys required in lease agreements	X			
Line item parking costs in lease agreements	X	X	X	
Ridematching Service	X	X	X	
Survey	X	X	X	X
Report	X	X	X	X
Requirements determined by Trip Generation Rate		X		X
Departmental coordination		X		
TMA membership		X	X	X
Bike rack/shower/locker		X	X	X
On site transit pass sales		X		
2 year performance goals		X		X
Trip generation baseline				X
Adjust requirements according to performance				X
Record implementation plan		X		
Notice of ownership change		X		
Flex hours (building operations)		X	X	
Telecommute (building infrastructure)		X		
Sustainable development incentive		X	X	
Parking capacity below minimum regulation			X	X
Site inspections		X		
Short-term (visitor) parking must cost less than long-term (employee) parking		X		
No discounted/favorable pricing for long-term parking (e.g. no "early bird specials"), except for carpools and vanpools		X		
Reduced drive-alone parking supply		X		
Car-sharing programs		X		X
Bus shelter			X	
Parking capacity above maximum for TDR*				X
Connection/access to transit center			X	

* Transfer of Development Rights (TDR) is the purchase and sale of development rights from farms, forests, and wildlife habitats to existing developed areas. Landowners receive financial compensation for land preservation and developers are able to increase development in more appropriate areas.