



MEMORANDUM

TO: Bellevue Transportation Commission

FROM: Kate Johnson, Associate Planner
Stephanie Parkins, Transportation Outreach Coordinator

DATE: June 6, 2007

SUBJECT: Preliminary Draft Commute Trip Reduction and Growth and Transportation Efficiency Center Plans

City staff are currently updating the city's Commute Trip Reduction (CTR) plan and developing a Downtown Bellevue Growth and Transportation Efficiency Center plan. At the Commission meeting on June 14, 2007, staff will brief the Commission on these two plans and seek the Commission's input on the plans' approaches and strategies.

Background

Transportation Demand Management (TDM) is a key element in the City's strategy to ensure adequate mobility as Bellevue grows in population, employment and as a regional activity center. TDM allows for more efficient use of existing roadways by shifting trips from single-occupant vehicles (SOV) to alternative travel modes, including transit, carpool, vanpool, bike and walk. TDM also includes measures to shift trips to off-peak hours or eliminate trips altogether (e.g., through telework or compressed work week).

The state-mandated Commute Trip Reduction program is an ongoing element of the City's TDM program. The Commute Trip Reduction Efficiency Act of 2006 presents opportunities to update the City of Bellevue Commute Trip Reduction plan and to initiate a downtown-focused Growth and Transportation Efficiency Center.

CTR Plan Update

The Commute Trip Reduction Act of 1991 supported partnerships among employers, local jurisdictions, planning organizations, transit agencies and the state to encourage employers to manage employee travel demand as a means to conserve energy, improve air quality, and enhance the efficiency of the existing transportation system. Under this act, the City has worked with 54 CTR-affected employers – those work sites that have more than 100 employees who commute to work between 6:00am and 9:00am – and expects that another five or six large employers will be added to the list for 2008. CTR program efforts have focused on providing direct support to CTR-affected employers

(through a contract with King County) to conduct outreach, information, and incentive programs for employees and offering mini-grants to employers to implement specific programs to reduce driving alone. The City has also partnered with King County Metro to host special events promoting alternative modes at CTR sites.

In 2006, the State Legislature approved the Commute Trip Reduction Efficiency Act of 2006, which builds upon achievements under the original act by:

- Focusing funding from congested counties to congested highway corridors within urban growth boundaries where congestion is most acute;
- Increasing planning coordination among local, county, regional, and state entities; and
- Providing local agencies the flexibility to develop customized trip reduction programs in key growth areas.

The CTR Efficiency Act requires jurisdictions and CTR sites to reach a 10 percent trip reduction target and 13 percent reduction in vehicle miles traveled by 2011. To ensure these targets are met, the act also requires jurisdictions to update their current CTR Plans.

The draft CTR Plan update proposes continuing current efforts and adding new marketing and educational programs to promote the use of alternative transportation modes. In addition, the updated plan recommends that the City work with each site to identify the barriers employees face in choosing a non-drive alone commute option. The outcome of this work may include recommendations to transit agencies for service changes or improvements, requests through the CIP update process to consider specific sidewalk and bike lane projects, or increased coordination with carpool/vanpool programs. Once finalized, this plan will support the City in meeting the state-mandated targets.

Section 4 of the draft plan, “Description of Planned Services and Strategies for Achieving the Goals and Targets,” is included with this memorandum as Attachment 1. The Commission’s input is requested regarding the feasibility of these recommended programs to meet the state’s mandated targets. For more background and context, you may view the full preliminary draft plan at <http://www.bellevuewa.gov/ctr.htm>.

Growth and Transportation Efficiency Center (GTEC) Plan Update

The Commute Trip Reduction Efficiency Act also provides the option for customized efforts called Growth and Transportation Efficiency Centers (GTECs). The act allows GTEC designation in areas of concentrated population and employment, which for the Puget Sound region have been defined by the Puget Sound Regional Council as Regional Growth Centers and Manufacturing/Industrial Centers. Downtown Bellevue meets this criterion. GTECs may address additional populations not traditionally reached under the base CTR program, such as employers with fewer than 100 employees, retail employers, and residents. GTEC requirements mandate that agencies set a more aggressive trip reduction target than that set for the base CTR program. We propose a target of a 10 percent reduction in drive-alone commuting for all employees in the downtown by 2011.

The GTEC plan includes:

- a background section that identifies transportation, transit, parking, land use, and other conditions that affect the viability of using modes other than driving alone;
- an implementation framework detailing how the city will work with its partners in downtown mobility efforts, (King County Metro and TransManage, the transportation management association for Downtown Bellevue); and
- a financial plan.

Most significantly, the GTEC plan presents a coordinated set of strategies designed to focus on the smaller-employer audience (and, secondarily, on residents and other employers). Small and medium-sized employers comprise 98 percent of downtown employers and employ about 50 percent of downtown workers. Proposed strategies to achieve a more aggressive trip reduction goal in downtown include expanding small employer commute program consulting services (piloted in 2006-2007) and developing an incentive-based club to encourage workers to try a new travel option and then to keep using it. Additional strategies include research, such as an inventory of parking issues faced by non-drive-alone commuters; policy work, such as a revisiting of the city's Transportation Management Program code; and interagency coordination, such as identifying transit needs and working with transit providers to advocate for sufficient transit service to meet GTEC goals.

Chapter 4, Strategies, is included with this memorandum as Attachment 2. This is the most critical chapter for which staff is seeking Commission input. For more background and context, you may view the full preliminary draft plan at <http://www.bellevuewa.gov/gtec.htm>.

If you have questions or need additional information prior to the meeting, please contact:

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The City of Bellevue proposes to implement the following elements as part of the Commute Trip Reduction plan. Implementation of the elements will be in partnership and coordination with other agencies. Listed below are the following planned local services and strategies for achieving the established goals and targets for 2011

A. Policies and Regulations

The City of Bellevue has identified the following policies and regulations that will be updated and will help reduce drive alone trips and vehicles miles traveled. The proposed changes and their scheduled adoption date are listed below.

Comprehensive Plan Policies

The majority of the City's Comprehensive Plan policies support the goals outlined in the CTR law. However, minor changes can be made to further support the work outlined in this plan. These minor changes include connecting the CTR policy language in the Transportation element to the policies within the Environmental element and developing a policy within the Land Use element or Transportation element that encourages more commercial development near major office centers and transit hubs.

Land Use Code Regulations

The City of Bellevue will be re-examining the density bonus scheme for development within downtown Bellevue. This re-examination will include re-examining the density bonus scheme that encourages developers to include lockers and showers within new downtown buildings. Furthermore, the city will also be investigating updating their requirements for bicycle parking.

The Planning and Community Development group will also be working to integrate RCW 84.14 into land use regulations. This law allows the city to waive certain tax requirements if a housing development includes affordable units. Encouraging more affordable, workforce housing can provide opportunities for employees at CTR sites to live closer to the worksite.

Prior to recommending any changes to the land use code in regards to parking regulations, the city needs a better understanding of the parking situation throughout the city. To gain this understanding the city will conduct a parking inventory in late 2007. This inventory will focus on two issues: (a) the current degree of commuter parking supply in relation to demand; and (b) whether and how the current parking setup serves to deter non-drive-alone commuting.

As part of the GTEC plan, a more intensive parking study will be conducted to make recommendations regarding parking management strategies in Downtown

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Bellevue. With increasing development within Bellevue, parking demand may increase beyond parking supply. Voluntary parking management strategies will become attractive to garage operators and building managers because they can help increase parking capacity without building additional parking stalls.

As part of this plan, the city will work with CTR affected employers to determine the amount of money they could save through offering their employees transit subsidies in lieu of free parking. This project would also include informational sessions regarding various transit subsidy options.

Street Design Standards

The City of Bellevue's Great Street Project is advancing the creation of an attractive pedestrian environment within Downtown Bellevue by establishing guidelines for pedestrian environment amenities. These guidelines will be used to help make pedestrian travel more pleasant for CTR sites in Downtown Bellevue. This project currently has no implementation funding.

B. Services and Facilities

As part of its capital improvement program, the jurisdiction is planning the following improvements that will help reduce drive alone trips and vehicle miles traveled. In addition to the jurisdiction's investments, the jurisdiction is working with its transit agency partners to improve transit services and facilities. All of the improvements in this section are new to the City of Bellevue's CTR sites.

Vanpool Services and Vehicles

King County Metro's Rideshare Operations Staff will promote ridesharing and implement incentive programs to encourage more efficient use of Park and Ride lots affected by the Bellevue and Renton segments of the I-405 Construction. Encourage Vanshare formations for commuters making connections at Transit Centers, Park & Rides or Sounder stations.

Ride Matching Services

Carpool Marketing Program

King County Metro will be hosting a carpool marketing campaign where carpools can earn monetary incentives when they form a carpool. The city will support this campaign by forwarding King County Metro's program information to each site. This program will be integrated into the Rideshare Online

Rideshare Online Technical Changes

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The State of Washington is working to reformulate the Rideshare Online database system to make it more user friendly, as well as have features that can help cities implement trip reduction programs. Upon the completion of this project, the city will work with the state to determine if the database's interface can be used to support the City's CTR marketing initiatives.

Car Sharing Services

Flexcar Awareness

The City will work with Flexcar to increase awareness of the current car sharing services available to employees within Downtown Bellevue. Ideas for increasing Flexcar awareness includes providing better signage indicating where the cars are located, as well creating an interactive map of Flexcar locations that can be placed onto the City of Bellevue's new TDM webpage.

Flexcar Match

Employers can work with Flexcar to provide their employees access to using the Flexcar fleet to travel to meetings and run midday errands. However, this typically comes with a minimum \$1600 monthly fee. This fee has prevented many companies from better utilizing Flexcar services. The City plans to encourage more sites within close proximity of current Flexcar locations to make better usage of this service by providing assistance to match different employers together to share the monthly fees. Likewise, the City may offer a matching grant to a group of employers that need additional assistance paying for the monthly costs.

New Flexcar Sites

Work with Flexcar to identify additional car sites outside of Downtown Bellevue. Ideal locations would include the Eastgate and Factoria due to a significant number of CTR sites located within these areas. Bellevue Community College, a CTR site, would also be an ideal Flexcar location because the large student population who would use the Flexcar services.

Bicycle and Sidewalk Facilities

Advocate for CTR Site Needs

Communicate the sidewalk and bicycle needs and gaps with city staff to determine potential solutions. Sites that will be addressed include those with moderate to poor quality sidewalks and/or a lack of bicycle facility. Staff will advocate for these improvements to be included in the 2008 and 2010 CIP funding cycle and as PW-56 funded projects. The city will also investigate

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applying for Safe Routes to School grants to help build sidewalks for sites that are in close proximity to neighborhoods and schools.

Educate Sites on Who To Call At the City Regarding Minor Sidewalk Repairs
Produce a Frequently Asked Questions brochure that states who to contact at the City when there they have a problem with sidewalks and/or bicycle facilities.

Walk and Roll – Employee Transportation Coordinator Information Sessions and Review of Plan

Walk and Roll planning staff may give a presentation regarding the Walk and Roll Pedestrian and Bicycle Plan at an upcoming ETC network meeting. This presentation would follow a time when ETCs can notify the planning staff of pedestrian/bicycle network deficiencies at their sites. When the plan is available for public review and comment, the ETCs will be asked to add their comments, as well as encourage other employees within their company to provide comments as well.

C. Employer Outreach – Marketing, Incentive and Educational Programs

The City of Bellevue plans to implement the following marketing, incentive and educational programs that will help reduce drive alone trips and vehicle miles traveled. Programs are categorized by current efforts and new programs that will be implemented by 2011. Descriptions are further broken down into programs that serve a specific site and programs that serve all CTR sites.

Continuing Programs

The City of Bellevue currently offers the following marketing, incentive and educational programs to CTR sites to help lessen their SOV rates and vehicle miles traveled. The City plans to continue their implementation until 2011.

Programs Serving a Specific CTR Site

ETC Trainings

ETC Trainings are provided by King County Metro Transit. Training topics include new ETC orientations and basic training regarding CTR program implementation, promoting alternative modes and facilitating the CTR survey. The City also offers full scholarships for registration costs for up to five ETCs to attend various TDM workshops held in Western Washington.

Mini Grant Program

The City of Bellevue plans to continue its Mini Grant Program throughout the time horizon of this plan. The Mini Grant Program allows ETCs to apply for grants of

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up to \$2,000 that can fund a site specific event, incentive program or other activities that will improve the site's mode split. The grant program only funds activities that are above and beyond what the CTR site's program currently provides.

Special Events

Special events will be hosted at sites to promote the usage of alternative transportation modes. For sites with little to no transit service, special events will be aimed at promoting increased usage of rideshare services. For sites with sufficient transit service, events can promote the site's transit options and the benefits of using transit. Events at all sites can also promote products and Rideshare Online. Furthermore, new CTR sites moving into Bellevue will have the opportunity to have a relocation event where King County Metro transit staff will be available to help employees plan their commute prior to the company moving into Bellevue.

Preferential Parking

The City of Bellevue Transportation Management Program (TMP) requires preferential parking for carpools and vanpools in TMP affected buildings. Though these preferred parking stalls will not be reserved for the sole use of the CTR company located in the TMP affected building, carpools and vanpools associated with the company can use these spots. Starting in 2007, the TMP ordinance compliance will be monitored, the availability of preferential parking will be analyzed.

Commute Options Brochures

The City of Bellevue in partnership with King County Metro has created a brochure template to promote a specific CTR site's commute benefits and options. The City will offer to print these brochures for companies when they have changes to their program, move into Bellevue or are newly affected sites.

Programs that serves CTR Sites Citywide

Wheel Options and Rideshare Online Promotions

The City of Bellevue plans to promote the Washington State Rideshare Organization's Wheel Options and Rideshare Online's promotions to all CTR sites. To promote these programs to their fullest potential, the City and King County Metro will give financial incentives and/or prizes to encourage additional employee participation.

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Bike to Work Month Promotion

To increase the participation of regional Bike to Work Month activities at CTR sites, the City will provide additional incentives to teams and individuals who participate in this program. Incentives will coincide with the regional incentives and prizes offered to teams and individuals.

Employer Commute Stories

The City will gather stories from various companies regarding how their CTR program has helped their employees choose an alternative commute. These stories will also highlight the usage of various alternative transportation modes, and innovative promotional events. The stories will be posted on the City's TDM web page to assist employers in further developing their CTR programs.

Downtown In Motion

In Spring 2008, the City will partner with King County Metro and TransManage to facilitate the Downtown In Motion Program. In Motion rewards residents who pledge to use alternative transportation twice a week in lieu of driving alone. Employees at CTR sites that live in Downtown Bellevue will qualify for this program.

New Programs

The City of Bellevue plans to implement the following new marketing, incentive and educational programs that will help reduce drive alone trips and vehicle miles traveled.

Programs that Serve a Specific CTR Site

Bellevue CTR Welcome Wagon

The Bellevue CTR Welcome Wagon will help CTR sites moving to Bellevue understand their commute options. When the site's new office location opens within Bellevue, each site will receive a welcome packet that has information about how to use alternative modes to travel to/from/around Bellevue, such as transit maps and walking maps.

Employer Education: Cost Savings Through Flexible Work Schedules

This educational program will help employers understand the cost savings by allowing flexible workweeks. Case studies and examples from other companies

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will be used to help show possible cost saving methods that result from allowing flexible schedules. These employer education sessions will be presented to upper level managers and CEOs of the CTR sites

Employer Education: Telecommuting

To overcome the barriers preventing CTR employers from allowing more employees to telecommute, the city will implement a telecommuting technologies education program. This program will help CEOs understand that increased utilization of telecommuting by employees is a cost effective method to meet their targeted CTR goal. It will also provide training modules and guidance to help guide the company's installation of necessary telecommuting technologies.

You Can Live In Bellevue Seminars

"You Can Live In Bellevue Seminars" are housing workshops that will help employees better understand their housing options within Bellevue. Workshop topics can range from the cost savings associated with living closer to work to helping employees determine if they can afford to live in Bellevue. These seminars also can notify employees about new housing options available from 2008 - 2011.

Programs/Promotions that serves CTR Sites Citywide

Promotion of New HOV Lanes/Sound Transit Route 550

Once the new I-90 HOV lanes are completed in 2009, the Sound Transit 550 route will travel more expediently between Downtown Bellevue and Downtown Seattle. To encourage more ridership on this route, a transit route promotion targeted toward CTR sites will be implemented.

Opening of New Regional Park and Rides/Transit Centers

The Mercer Island Park and Ride and Issaquah Transit Center/Park and Ride will open between 2007 and 2009. Upon the opening of these transit facilities, the City will promote this viable transit option to employees at all CTR sites through emails directing to information on the city's new TDM web page.

Informing CTR Sites of Service Changes

King County Metro will be conducting major service changes within the Eastside in February 2008. The City of Bellevue plans to assist King County Metro in advertising the changed routes and improved service to CTR sites through posting information on the city's TDM web page.

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CTR Service Advisory Group

The City of Bellevue will work in partnership with transit agencies to organize, discuss and learn about changes to transit systems, as well as to help employees utilize transit during peak construction periods. This group will allow the city to build closer relationships with larger employers and be able to gain their insight for future transit related projects.

Commute Club

Utilizing Bellevue's TDM website, the City will create a Commute Club program that encourages employees to choose an alternative commute on a regular basis by awarding them for using the alternative modes. For those who have never tried an alternative commute can sign up for an introductory membership and will earn prizes by using an alternative mode at least twice a week. Those who are already using alternative modes will be encouraged to increase their usage to earn prizes. Prizes can be related to the person's specific mode.

Earth Week/Month Promotion – A Convenient Truth

As society becomes more interested in green movements and cleaner forms of travel, this promotion would build on that interest by educating employees at CTR sites about alternative transportation options, as well as encourage employees to try using an alternative during the month of April. Information will be given to interested parties and environmentally friendly prizes will be given to employees who try an alternative mode of transportation.

Employer Recognition Program

The City will develop a recognition program to honor the CTR sites for exemplary efforts in developing and promoting their work site commuter program. This recognition program would be similar to the Federal Environmental Protection Agency's Best Work Place for Commuters, but will be specifically tailored toward Bellevue companies. Employers will be recognized with an award plaque to display in their office.

Marketing Campaign – Ongoing Communications of the New Bellevue TDM Website

The City's TDM website will be the portal for information regarding all alternative travel modes. The City will work with CTR sites to ensure that they advertises this web page on their transportation boards and/or their transportation website. The City will also work with sites to send employees monthly emails promoting the usage of this web page by employees.

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Area Mailing/Promotion

The city will promote Area program in Downtown Bellevue to increase sales and transit/HOV ridership through quarterly mailings, promotion at existing events, and city web integration.

Discount Incentive

Offer a special price on a with a greater-than-normal discount for new Area customers in Downtown. The discount for the first year would be moderate and the discount in the second year would be greater. This will result in a more gradual increase in the cost to the employer over the first three years.

Housing Cost Calculator

The Housing Cost Calculator is will help employees at CTR sites determine the costs of living far distances from work. This calculator can also help show the employees the cost difference between living closer to work in a more expensive housing market and traveling long distances to work. The Housing Cost Calculator can be placed on the city's new TDM website and promoted at the You Can Live In Bellevue seminars.

Employer Newsletters

These newsletters will include information regarding using alternative modes, such as transit rider alerts, promotion of alternative transportation options/programs, walking and transit maps, etc. These newsletters will be distributed to the sites electronically via email.

D. Special Programs for Mitigation of Construction Activities

The City of Bellevue is planning for a number of construction projects that are expected to impact the transportation system. To help mitigate the impacts of the construction activities, the Jurisdiction is planning to use the CTR program. Major construction projects include the following:

- I-90 HOV Lanes
- I-405 Adding Lanes Between SE 8th and 112th Ave SE
- I-405 and 520 – Braided Intersection
- NE 10th Connector

TransManage is working with City project managers, King County Metro and WSDOT to determine amount of funding and what approach to take regarding

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mitigation. The following programs/promotions during the construction periods will be offered by King County Metro:

1. Neighborhood In Motion programs within three locations between Downtown Bellevue and Renton.
2. Area Campaign/Promotions
3. Promotion of alternative transportation modes to employees within the Downtown Bellevue retail hospitality industries.
4. Carpool Incentive Promotions - a rewards program for newly formed carpools

As part of this plan, the city will work with King County Metro to ensure these programs/promotions help lessen the number of SOV drivers traveling into Bellevue.

Battle of the Sites

During the construction periods that cause the most impact, CTR employers will be invited to compete against each other to see which site can lower their SOV rate the most. To ensure fairness, the companies within downtown will only compete with companies in downtown and vice versa. The winning site will receive a reward and can be featured within our Bellevue City Newsletter. If this program is successful, it can be reproduced each year to encourage additional use of alternative modes.

CTR Implementation Plan

The City of Bellevue has identified the following schedule for implementing the CTR program strategies and services. The agency responsible for implementing the strategy or service is also listed.

Program Strategy or Service	Agency Responsible	2008	2009	2010	2011
Policies and Regulations					
Comprehensive Plan Amendments	City of Bellevue		X	X	
CTR Program Facilitation	City of Bellevue and King County Metro	X	X	X	X
Services and Facilities					
CTR Advisory	City of Bellevue	X	X	X	X

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Committee	and King County Metro	2008	2009	2010	2011
Program Strategy or Service	Agency Responsible				
Services and Facilities continued					
Flexcar Employer Match Program and Negotiation of New Cars	Flexcar and City of Bellevue	X		X	
Flexcar Awareness	Flexcar and City of Bellevue		X		X
Negotiation of New Flexcar Sites	Flexcar and City of Bellevue	X	X	X	X
Advocate for CTR Sidewalk/Bicycle Projects	City of Bellevue	X	X	X	X
Create Frequently Asked Question Brochure Regarding City Facilities	City of Bellevue	X			
Continuing Transit Service	King County Metro and Sound Transit	X	X	X	X
Continuing Rideshare Services	King County Metro	X	X	X	X
CIP Projects	City of Bellevue	X	X	X	X
Marketing, Incentive and Education Programs					
Promotion of HOV Lanes/ST 550	City of Bellevue and Sound Transit		X		
Park and Ride Promotions	City of Bellevue and Sound Transit	X	X		
Service Change Update	King County Metro	X			

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Program Strategy or Service	Agency Responsible	2008	2009	2010	2011
Commute Club	City of Bellevue			X	X
Marketing, Incentive and Education Programs continued					
Earth Week/Month Promotion	City of Bellevue	X	X	X	X
Mini Grant Program	City of Bellevue	X	X	X	X
Special Events	City of Bellevue and King County Metro	X	X	X	X
Employer Recognition Program	City of Bellevue and TransManage	X	X	X	X
Ongoing Communications of TDM Website	City of Bellevue	X	X	X	X
Bellevue CTR Welcome Wagon	City of Bellevue, King County Metro and TransManage	X	X	X	X
Wheel Options/Rideshare Online Promotions	King County Metro	X	X	X	X
Bike to Work Month Promotions	King County Metro	X	X	X	X
Area Promotions	City of Bellevue and King County Metro	X	X	X	X
Area Discounts	City of Bellevue and King County Metro	X			
Employer Education	City of Bellevue and King County Metro	X	X	X	X
Housing Seminars	City of Bellevue		X	X	X

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Development of Housing Calculator	City of Bellevue		X		
Program Strategy or Service	Agency Responsible	2008	2009	2010	2011
Marketing, Incentive and Education Programs continued					
Commute Options Brochures	City of Bellevue and King County Metro	X	X	X	X
Downtown In Motion Program	City of Bellevue, King County Metro and TransManage	X			
Employer Commute Stories	City of Bellevue	X			
Employer Newsletters	City of Bellevue	X	X	X	X
Construction Mitigation Programs					
Area Campaign	King County Metro	X			
In Motion Programs	King County Metro	X			
Hospitality Outreach	King County Metro	X			
Carpool Promotion	King County Metro	X			
Battle of the Sites	City of Bellevue, King County Metro			X	X

4. Strategies

Strategies for the GTEC plan encompass the full range of aspects that can affect trip reduction: marketing and outreach; plans and policies; and transportation services and infrastructure.

4.1 Marketing, Incentives, and Commute Services to Support Non-Drive-Along Commuting

Background for GTEC: Recent Downtown TDM Programs and Activities

The city has applied its resources to TDM efforts since the early 1990s. Over the last several years in particular, TDM initiatives undertaken by the city and its partners have set the stage for the downtown GTEC plan.

TMA Opportunities Study. An underlying need was identified to develop a stronger downtown Transportation Management Association (TMA) to serve as private sector transportation advocate and resource. In 2005 the city of Bellevue and the Bellevue Downtown Association commissioned a Bellevue TMA Opportunities Study. The purpose was to strengthen and develop a strategic plan for the existing TMA, “TransManage,” which is an arm of the Bellevue Downtown Association. In 2005, the TMA consisted of one staff person administering downtown building Transportation Management Programs. Subsequent to this study, two TransManage staff persons were hired and a three-way “TMA Partnership” created—Bellevue Downtown Association TransManage, the city of Bellevue, and King County Metro Market Development.

Downtown Market Development Project. The Partnership soon embarked on a Downtown Transportation Demand Management Market Development Project. The first step was to better understand the downtown TDM market. A downtown TDM Market Analysis, completed in 2006, helped identify the target audience and where to focus TDM efforts. It found a relatively low awareness of transportation demand management options among smaller employers.

Two additional Market Development Project initiatives were defined to reach this audience and round out the downtown TDM program, and are anticipated to continue into the GTEC time frame:

- A Building Trip Reduction Program, which takes a building-centered approach to reaching small employers, is being scoped and marketed to property managers; and
- *In Motion*, a residential-based trip reduction program, which commenced in fall 2006, is continuing with ongoing incentives and recruiting of residential building “champions.”

Other TMA Partnership Projects. The TMA Partnership also identified the need for a City of Bellevue TDM brand identity and website update (under way by the city in 2007) and a Transit Route Promotion (to be undertaken by King County Metro in 2008). Other work by the city and TransManage will include strengthening reporting of building Transportation Management Program requirements. These activities span the city but also constitute major components of the city’s downtown TDM strategy.

Target Populations

The Downtown Bellevue GTEC, while addressing the entire downtown, will focus largely on the following populations:

- Employees who commute primarily during peak hours, especially those who work for smaller employers (<100 employees)
- Employers, to assist with setting up and providing commute benefits and as a way to reach employees, especially smaller employers (<100 employees)
- Property Managers, as a conduit for reaching smaller employers and their employees

Smaller employers are prevalent in the downtown—98 percent of downtown employers have fewer than 100 employees, and 90 percent have fewer than 20 employees. The downtown TDM Market Analysis found that smaller employers lack awareness of non-drive-alone transportation options. Employers with fewer than 100 employees are not affected by the state Commute Trip Reduction program, and although some are provided services through their building's Transportation Management Programs, many are not well served or reached by current trip reduction efforts.

Secondary target populations are retail and hospitality employees and residents. The retail and hospitality sectors comprise a significant percentage of downtown employers (30 percent). The GTEC does provide resources for these employees, but fewer than for the primary population audience, since less of their travel occurs at peak hours. Focusing trip reduction efforts on peak-hour trips will achieve more benefit to the transportation system, because this is when travel delay is the greatest. The residential population, while significant and growing, is smaller than the worker population and is thus less of a focus.

Approach

GTEC Project Team and TMA Partnership members worked to develop a strategy approach that will focus on the target audience and reach secondary audiences as well. For these audiences, members brainstormed and researched ideal ways to (1) provide valuable products and programs; (2) make known available travel options, products and programs; (3) provide incentives to try new products or approaches; and (4) be available for assistance. It was decided to promote these activities to small employers under a portfolio of options with a brand name ("Commute Express" was chosen as a temporary placeholder name). The resulting menu of strategies is shown in table 4-1.

The existing three-way TMA Partnership framework will continue to operate, since the various partners comprise a beneficial mix of resources. The City of Bellevue commits resources and staff time to trip reduction efforts; TransManage, as a non-government agency, serves as a private sector provider and conduit to promote the benefits of trip reduction; and King County Market Development provides funding (from federal grants) and expertise in products and optimal marketing approaches.

The Partnership's approach continues to be to research and understand the market prior to implementing a strategy or product, and evaluate the effectiveness of strategies and products, so that lessons learned can be applied to new efforts. Therefore, strategies also include research efforts such as focus groups.

Marketing, Incentive, and Commute Service Strategies

Specific marketing, incentive, and commute program strategies, including partner roles and responsibilities general time frames, are shown in Table 4-1. These strategies are categorized into four groups: Research, Education, Incentives, and Environmental Improvements/Barrier Removal. To show that much of this program of strategies has been designed with small employers in mind, strategies that will be promoted heavily to small employers/employees are shaded (note that strategies will be available to all employers and employees regardless of employer size).

Table 4-1 Marketing, Incentives, and Commute Services

<i>Strategy</i>	<i>Timing</i>	<i>Roles/Stakeholders</i>
I. RESEARCH		
<i>Note: The parking issues inventory for non-drive-alone commuters is shown in Table 4-2.</i>		
Expansion of Mode Share Survey: Expand the Mode Share Survey to collect more information from employees of small employers. The online version of the state survey instrument can now be customized. Expand questions in order to better identify levels of awareness, deterrents to non-drive-alone travel, and what would motivate employees of small employers to switch from driving alone.	2008 2011	City-hired consultant to conduct survey
Small Employer Focus Groups: Use employer focus groups to test potential product adjustments and messages; monitor Commute Express.	(first in 2007) Two times during 2008-2011 time frame	City lead, consultant City and County assist in design TransManage: advisory, outreach to participants
II. EDUCATION		
*TransManage Storefront/Individualized Commute Planning Services: Set up a storefront at a downtown location near the Transit Center, such as the Rider Services Building. Activities would include pass sales and free personal assistance in commute planning, covering all non-SOV modes, geared toward individual needs.	2008-2011	Promotion and implementation to be done by TransManage.
Welcome Activities: Educate residents, employees, and employers about travel options as they move into Bellevue through toolkits and events and materials such as a walking map.	Ongoing, as buildings open	County: Staffing for events, transit and ridesharing collateral, funding City: Contribute collateral, map development, funding TransManage/Bell. Econ. Partnership: Organize and staff events, contribute TransManage event collateral, delivery of packets, fare media sales
Telework: Use recognition as a Bellevue Leaders Telework category to encourage promotion of this option. Webinar orientation and toolkit development.	Ongoing	City: Integrate into brand/ web efforts. County: Mail letters and CTR employer follow-up. TransManage: Non-CTR employer follow-up.

*Note: Shaded strategies will be heavily promoted to small employers and/or their employees as a portfolio of options under a brand name.

Table 4-1 Marketing, Incentives, and Commute Services, cont.

Strategy	Timing	Roles/Stakeholders
<p>Transit Promotion: Increase transit ridership on particular routes using a variety of strategies: Mailing materials to surrounding ridership sheds Providing incentives such as free ride tickets Promoting service through employers and other networks Improving signage along a corridor Developing maps and/or interactive online tools showing route destinations</p>	2008, following 2/08 service change	County lead and funding. (Not included in GTEC financial plan.) City, TransManage – Program development support
<p>Communications: Ongoing communication of City's new brand identity and website, developed in 2007.</p>	Ongoing throughout 2008	TransManage to perform work under contract with City.
<p>Rideshare Programs: Focus on implementing RideshareOnline.com, commuter vans, carpool, and custom bus services as a daily mode and as a complement to other modes.</p>	Ongoing	County: Staff for outreach events, program material inventory, signage, and reporting City: Partner advocate TransManage: Local leadership and liaison into employment sites (existing and in development)
<p>*Employer Newsletter: Create and distribute a periodic (such as quarterly) newsletter, electronically and in hard copy, with stories to personalize commute experiences, interviews, promotion information, ridesharing/Flexcar partners sought, etc. Distribute to small employers and their employees downtown.</p>	Periodic (such as quarterly), 2008-2011	TransManage to produce; other agencies give input as appropriate.
<p>*Recognition: Provide employer recognition for outstanding trip reduction efforts; potential venue would be to regularly designate an "Employer of the Quarter" in the employer newsletter. Include a small article that tells the employer's story – what they do, how, and why.</p>	2008-2011	Setup of evaluation criteria: All agencies Implementation: TransManage
<p>*Workshops – How to start a commute benefit program: Offer annual free workshop for employers on how to start an employee commute benefit program, timed with annual Employer Commute Consulting Services outreach (described in row above).</p>	Annually 2008-2011	City: Mailing/web/email notices Trans-Manage to conduct workshop
<p>*Workshops – How to get more out of your existing FlexPass: Offer free annual workshop for employers on how to get more out of your existing FlexPass, and what to expect for your renewal.</p>	Annually 2008-2011	City: Mailing/web/email notices Trans-Manage to conduct workshop
<p>*Zip Code Workshops/Events: Conduct zip code workshops/events on a quarterly basis, inviting residents of several different zip codes per month. Events would be open to all downtown employees and promoted especially to employees of small employers. Staff will present and explain the various travel options, and individuals can meet others in their zip code in order to find carpooling and vanpooling partners. Could be tied into the "Commute Express" club and promoted as a way to join the club.</p> <p>Promotion of this service to be done on an ongoing basis as part of general Commute Express promotions.</p>	2008-2011	TransManage to design workshops, with input from County and City. TransManage to conduct workshops.

*Note: Shaded strategies will be heavily promoted to small employers and/or their employees as a portfolio of options under a brand name.

Table 4-1 Marketing, Incentives, and Commute Services, cont.

<i>Strategy</i>	<i>Timing</i>	<i>Roles/Stakeholders</i>
*Employer Commute Consulting Services: Provide free commute consulting services for downtown employers with 99 or fewer employees. Tie in with branded portfolio of small employer programs (placeholder name: "Commute Express") in how the offer is presented. Steps include mailing a letter/ brochure, following up with phone calls, offering to meet, and helping to develop program.	2008-2011	City: Program design, with TransManage input; mailing TransManage: Remainder
Social Marketing: Use social marketing as a methodology in all efforts and develop distinct campaigns as strategies to target audience segments. Ongoing concept incorporated into other strategies (costs contained in other projects), plus the following unique strategy: Partners in Transit – partner with a member-based organization to launch a member-based drive-less campaign.	Partners in Transit: 2010 Incorporation of concept: Ongoing	City: Integrate into brand/ web efforts County: Lead for Partners in Transit
*TMP Education: Work with property managers of TMP buildings on an ongoing basis to make them more aware of their TMP activities and the services that the BDA is providing. Communications should include activities they are currently doing, what is required, and what they need to do that they are not doing. The existence of a legal obligation to perform certain activities can help to make them happen, once they are informed. The update of the TMP code that is slated to occur will require further interaction with property managers and an opportunity to ensure they are meeting their obligations.	Ongoing; Also, step up communications during 2008 TMP code update	TransManage to do hands-on ongoing communication; paid for building with TMP revenues. City to conduct update of TMP code and perform associated communications with property managers.
III. INCENTIVES		
*Commute Club: Create an online commuter club open to all Downtown residents and employees who state that they currently drive alone. Members log non-SOV commute trips, and when they reach a certain threshold they are eligible to receive a modest prize such as a \$50 gift card. Consider annual re-eligibility.	2008-2011; assumes feasibility of State commute calendar tool	Promotion & signups: TransManage and City Monitoring of calendars & award distribution: City or County, depending on which agency hosts the commute calendar.
*Individual Parking Cash-Out: Offer parking cash-out to individuals, with the city administering the program, serving as broker between employer and employee, and providing funding to the individual for a trial period. This strategy would be feasible where tenants pay for only the actual spaces they use each month. Employers would be required to enroll in the program prior to their employees being eligible. The program would subsidize a three-month trial period during which an individual would give up their space in return for a transit subsidy and additional cash or gift card incentive. Following the three-month trial period, the employee could choose to permanently give up their parking space in return for a transit pass provided by the employer. The city would facilitate the employer purchase of a transit pass for the employee at this point, and the employer would have official permission from the employee to stop providing parking for that employee. The city subsidy would end at this time.	2008-2011	TransManage to promote and sign up individuals. City to handle financial portion.
I-405 Mitigation: Promotion of TDM programs to mitigate impact of I-405 construction through Bellevue. Specific activities are Downtown Area FlexPass campaign and outreach to workers in the hospitality industry . Other activities: vanpool relocation and neighborhood In Motion (residential trip reduction program).	Begin summer 2007; approx. 18 months	County lead

*Note: Shaded strategies will be heavily promoted to small employers and/or their employees as a portfolio of options under a brand name.

Table 4-1 Marketing, Incentives, and Commute Services, cont.

Strategy	Timing	Roles/Stakeholders
In Motion, Phase II: Resident-based trip reduction program to offering travel option information and incentives. For Phase II, target new residential units coming on board in 2008-09 and “near-in” residents to downtown	2008-2009	County lead
*FlexPass Discount Incentive: Offer a special price on a FlexPass with a greater-than-normal discount for new or all Area FlexPass customers. Provide a moderate discount the first year and a greater discount in the second year. This will result in a more gradual increase in the cost to the employer over the first three years.	2008-2011	Source of funds: Initially, WSDOT mitigation funds; once this funding stream ends, the cost would be backfilled with GTEC funds. County and TransManage: Administer
FlexPass Mailing/Promotion: Promote Area FlexPass program in Downtown and Greater Bellevue to increase sales and transit/HOV ridership through quarterly mailings, promotion at existing events, and city web integration. (See crossover opportunities with I-405 mitigation incentive programs and small employer workshops.)	2008-2011 Quarterly mailings	City: Contracts County: Staff at events, materials TransManage: Lead for outreach (labor)
IV. ENVIRONMENTAL IMPROVEMENTS / BARRIER REMOVAL		
Building-Centered Options: Engage property managers in outreach efforts designed to improve non-drive-alone mode share in their buildings by going above and beyond Transportation Management Program requirements. Tailor incentives according to unique needs of building. Develop relationships with property managers that allow information to be distributed, both electronically and in hard copy, and that allow access/presence in buildings—this program utilizes the property manager as a conduit for communicating with individual tenants and employees in a building.	2008-2011	City-County funding agreement to share costs (30%city, 70% county pass-through federal grant) City agreement with Trans- Manage for labor TransManage to develop relationships with property managers, communicate with tenants and employees, and enter buildings to perform in-person outreach on an ongoing basis.
Home Free Guarantee: Provide home free guarantee program for downtown employees through King County Metro’s existing program (pooling the risk). Perhaps have employers contribute a match; assumption is 25%.	Ongoing	County to administer based on existing program
*Voluntary CTR Site Designation: Allow certain worksites to become voluntary CTR sites. Voluntary CTR employers would become listed with the State as part of the city’s CTR site count. They would take part in surveys, submit program reports and have them reviewed, and be eligible to receive assistance and feedback with planning their commute programs.	2008-2011	Funding: State CTR funds allocated for voluntary sites, backfilled with state GTEC implementation funds as needed. Provide Services: County or TransManage
*Enhanced Flexcar Services: Set up a special “employer matchmaking” program so that employers can get together and pool their resources to pay up-front \$1500 guarantee required to initiate a Flexcar, thus lowering the cost for each participating employer. Include production of a map showing where within Bellevue Flexcars are located; assess Flexcar locations and work with Flexcar to locate optimally.	2008-2011	Promotion: Ongoing, all agencies, embedded in other promotions List development and maintenance: TransManage Matching Services: Trans- Manage

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4.2 Plans Policies, and Regulations

Gaps in Existing Plans and Policies

Existing city and regional plans provide broad support for transportation demand management in general and the GTEC Plan in particular. The GTEC gap analysis identified a Comprehensive Plan policy gap in Chapter 2, which is repeated below:

The Transportation Demand Management component of the Comprehensive Plan does not include environmental considerations as one of the purposes of reducing the use of single-occupant vehicles.

The Comprehensive Plan does connect transportation demand management with the environment in the Environmental Element, which has a policy for working with the private sector to reduce growth in vehicle trips (Policy EN-79). Therefore, this not a fundamental policy gap but rather a gap in where policy language is placed.

This GTEC plan recommends that the city take this into consideration during future comprehensive plan updates.

Related Strategies

This GTEC Plan includes the following strategies that may result in changes or additions to the city's plans, policies, and regulations:

Table 4-2 Plan, Policy, and Regulation Strategies

<i>Strategy</i>	<i>Timing</i>	<i>Roles/Stakeholders</i>
Parking Issues Inventory: Catalog issues and barriers related to parking for non-drive-alone commuters.	2008-2009 (following phase 1 data collection in 2007)	City lead, consultant
Transportation Management Program (TMP) Update: Improve collection of required building TMP reports; revisit the city's TMP code.	2008-2009	City lead; BDA support, outreach

4.3 Services and Facilities

Transportation Infrastructure Improvements

The city's six-year funded 2007-2013 Capital Investment Program contains the following pedestrian and bicycle infrastructure projects serving the downtown that will be under way during the GTEC time frame. They are not considered part of the GTEC plan but are included herein for reference.

- **PW-W/B-71, 108th Avenue SE/Bellevue Way to I-90** – Add five-foot bike lanes on both sides and curb, gutter and six-foot sidewalk on one side where missing. (Anticipated completion: 2012.)
- **PW-W/B-73, NE 8th Street/Lake Washington Blvd to 96th Ave NE** – Design and construct curb, gutter, five-foot sidewalk, and three-foot planter strip where missing on the north side, bus pads, and an updated signal system at NE 8th/92nd. (Anticipated completion: 2013.)

Transit Service and Infrastructure Improvements

- As an ongoing staff activity, the city will continue to work in close coordination with transit providers in order to monitor and evaluate service adequacy; identify new routes or route modifications needed; and generally advocate for sufficient transit service to meet the needs of the downtown GTEC.
- The city has programmed \$1 million in its Six-Year Capital Investment Program to identify ways to provide downtown transit circulation, and fund a downtown circulator as a standalone service. A potential alternative, if a dedicated circulator fails to pencil out, would be changes to existing bus routes to provide more legible and consistent transit circulation in the downtown. Pending a positive decision from Council, the city intends to apply for Service Partnership funding in fall 2007 under King County Metro's Transit Now measure, approved by voters in November 2006. The \$1 million in city funds would provide a one-third local match for the Partnership funds.

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