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OVERVIEW OF THE PUGET SOUND MILESTONES PROGRAM

The central Puget Sound region of Washington state has experienced a remarkable period of growth over the past two decades. The region responded to the challenges associated with economic prosperity and rapid change with VISION 2020 and *Destination 2030*. VISION 2020, adopted in 1990 and updated in 1995, is a comprehensive and coordinated regional framework for growth management, economic and transportation strategies, that stresses the shared importance of environmental protection, economic wellbeing, and better mobility. *Destination 2030* serves as the official long-range regional and metropolitan transportation plan.

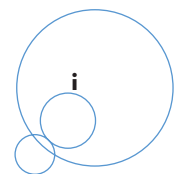
Key to realizing the vision put forth in these two documents is ensuring that the region is able to measure progress over time, determine whether planned actions are occurring, and whether these actions are achieving desired results. Plan and performance monitoring is the link that connects the policies contained in the plans with real outcomes. The information generated by monitoring efforts will help provide the region's decision makers with the knowledge and tools they need to update and refine the region's plans and programs, and to make critical choices about its future.

MILESTONES PUBLICATIONS

The Regional Council's *Puget Sound Milestones* publication series monitors the growth, economic and transportation issues and milestones of importance to the region. The program consists of two distinct types of monitoring:

- System Performance and Trends: Measuring, analyzing, and reporting on the characteristics and performance of the transportation system and regional demographic and growth trends.
- Plan Implementation: Tracking and reporting local, regional, and state progress toward implementing the planned projects, programs, and policies outlined in regional plans.

The Regional Council's *Milestones* program conducts both types of monitoring to provide policymakers and the public with answers to questions about the region's transportation system. How is the region's transportation system doing? How is the region growing and changing over time? Are we building the projects, developing the services, and implementing the policies that we said we would?



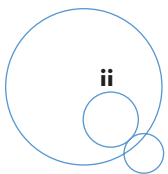
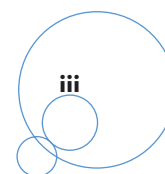
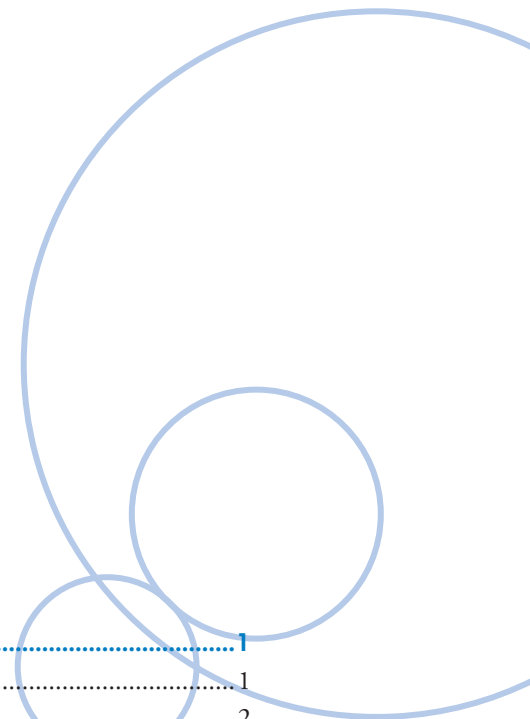
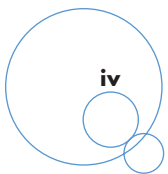


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CHAPTER 1 INTRODUCTION

Working with local jurisdictions, public agencies, and others, the Puget Sound Regional Council has developed a monitoring program designed to track and regularly report on the region's progress toward implementing the policies and achieving the goals put forth in VISION 2020 and *Destination 2030*. Together, these two documents comprise the region's growth management, economic and transportation framework for the central Puget Sound region. This is the first of the reports that will monitor transportation demand strategies.¹

MONITORING THE METROPOLITAN TRANSPORTATION SYSTEM

VISION 2020 and *Destination 2030* call for a coordinated multimodal transportation system that is integrated with and supported by region-wide growth management and economic objectives. The regionally significant components of the system are crucial to the mobility needs of the region. They make up the Metropolitan Transportation System (MTS) which serves as a planning tool used to identify regional transportation problems and analyze and develop regional solutions. As such, the performance of regional MTS facilities and services must be monitored over time.

The MTS includes facilities and services that are defined both functionally and geographically. A facility or service is part of the MTS if it provides access to any activities crucial to the social or economic health of the central Puget Sound region. Facilities that weave parts of the region together by crossing county or city boundaries are critical to the MTS. Any link that accesses major regional activity centers, such as an airport, is also a critical element of the MTS. Specific facilities or services are included in the MTS based on their function within the regional transportation system rather than their geometric design or physical characteristics.

¹ In 2003, Puget Sound Regional Council commissioned APCO Insight to conduct focus groups and prepare a report entitled, "Transportation Demand Management: Testing How to Talk About It." The findings confirmed for us an opinion that many transportation professionals and others have expressed for years — "transportation demand management" is a somewhat negative term that is not very user friendly. So the Regional Council staff has decided to forego the term in favor of "transportation demand strategies." The report can be found online at: http://psrc.org/datapubs/pubs/apco_tdm.pdf.

About the Puget Sound Regional Council

The Puget Sound Regional Council is an association of cities, towns, counties, ports, and state agencies, that serves as a forum for developing policies and making decisions about regional growth management, economic, and transportation issues in the four-county central Puget Sound region.

The Regional Council is designated under federal law as the Metropolitan Planning Organization (required for receiving federal transportation funds), and under state law as the Regional Transportation Planning Organization for the region.

Regional Council members include King, Kitsap, Pierce and Snohomish counties, 70 cities, three ports, the Muckleshoot Tribe, the Suquamish Tribe, and two state agencies — the Washington State Department of Transportation and the Transportation Commission. The region's transit agencies and six associate members also participate in the Regional Council.

The Puget Sound Regional Council is a comprehensive planning agency that does not duplicate the activities of local and state operating agencies, but supports their needs with complementary planning and advocacy, and serves as a center for the collection, analysis, and dissemination of information vital to the citizens and governments in the region.

As the region's designated Metropolitan Planning Organization and Regional Transportation Planning Organization, the Puget Sound Regional Council has specific planning responsibilities under federal and state laws, including the federal Transportation Equity Act for the 21st Century (TEA-21) and Clean Air Act, and state Growth Management Act (GMA), as well as responsibilities pursuant to the Interlocal Agreement signed by all its members. These statutes include requirements that the Regional Council periodically review and update both VISION 2020 and *Destination 2030*.

A performance-monitoring framework has been adopted and designed to analyze performance for the various MTS components within separate reports. Each report individually considers and resolves measurement questions appropriate to the particular MTS component. Facilities in the Metropolitan Transportation System include the following:

- Roadway System
- Ferry System
- Transit System
- Nonmotorized Transportation System
- Freight and Goods System
- Intercity Passenger Rail System
- Regional Aviation System

The Metropolitan Transportation System also includes the following programs:

- Transportation management systems that make traffic operations safer and more efficient
- Transportation demand strategies that promote alternatives to driving alone, shift trips out of peak travel periods or eliminate the need for certain trips

It is the second of these two services that is the subject of this report.

TRANSPORTATION DEMAND STRATEGY AS A COMPONENT OF THE MTS

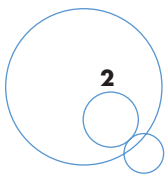
Transportation demand strategies are those efforts that seek to increase the usefulness and efficiency of the transportation system by reducing the demands on it. This means increasing the efficiency of moving people and goods on the region's roadways by reducing the number of single-occupant vehicles on the network. But demand strategies don't just increase the efficiency of roadways, they also increase the efficiency of transit and nonmotorized networks and facilities by helping to create a market for them.

Mechanisms that help achieve these goals range from land use strategies that reduce dependence on the automobile to provision of travel modes and programs that encourage the use of alternatives to driving alone.

This report deals with the third mechanism, programs that encourage the use of alternatives. Land use and provision of alternative travel modes are covered in other Puget Sound Milestones reports. Land use is addressed in *Population, Employment and Housing, 1995-2000* (August 2002) and *Central Puget Sound Regional Growth Centers* (December 2002). Provision of alternative travel modes is addressed in *Metropolitan Transportation System: Regional Transit* (2003, to be updated spring of 2005), and a future report that will cover nonmotorized transportation, to be published later this year.

Historical Perspective

The central Puget Sound region has been in the forefront of implementing transportation demand strategies since the 1970s. The country's first public vanpool program was established by Seattle's Commuter Pool in 1979, and the guaranteed ride home concept was originated by King County Metro for downtown Bellevue in 1987. Some of the region's jurisdictions began incorporating TDS requirements into their land-use strategies in the early 1980s. When other transit agencies in the country were looking at ridesharing and transportation demand strategies as competition to their transit service, central Puget Sound transit agencies saw it as a chance to augment their transit operations. They developed rideshare programs and worked with employers and developers to implement demand strategies.



REGIONAL POLICY DIRECTION FOR TRANSPORTATION DEMAND STRATEGIES

Many of the Multicounty Planning Policies set forth in VISION 2020 indirectly address transportation demand. However, the three that follow are focused directly on the use of transportation demand strategies as defined in this report:

- RT-8.11 Promote demand management and education programs that shift travel demand to non-single-occupant vehicle travel modes and to off-peak travel periods, and reduce the need for new capital investment in surface, marine and air transportation.
- RT-8.13 Regional, major corridor, and urban center goals should be established reflecting regional policy intent to achieve increased proportional travel by transit, high-occupancy vehicle, and nonmotorized travel modes to achieve reduced dependence on single-occupant vehicle travel, with the greatest proportional increases in urban centers. Such goals should be set for 5- to 10-year periods and periodically updated in consultation with local jurisdictions, transit agencies and WSDOT.
- RT-8.14 Emphasize transportation investments that provide alternatives to single-occupant vehicle travel to and within urban centers and along corridors connecting centers.

Destination 2030 lays out an investment strategy that addresses three overall objectives, the second of which is where transportation demand strategies come into play:

1. Maintain and preserve transportation systems
2. Optimize the efficiency of transportation systems
3. Expand capacity of transportation systems where appropriate

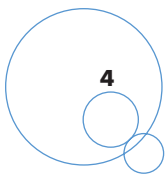
In 1998, a regional framework for transportation demand management (TDM) was endorsed by the Regional Council's Transportation Policy Board. That document is *The Regional TDM Action Strategy*, which was developed with regional collaboration. The Action Strategy set forth seven general initiatives to advance demand management efforts:

- Institute a regionwide effort to implement adopted policies, ensure regional coordination and consistency, and increase public awareness of transportation issues and options.
- Accelerate the development of infrastructure needed to support regional TDM activities, including an extensive high occupancy vehicle system and supportive transportation facilities.
- Launch land use and corridor-based approaches to regional demand management, taking advantage of near-term opportunities in local jurisdictions' comprehensive planning and in highly visible corridor projects.
- Aggressively expand both public and private vanpooling throughout the region.
- Invest in alternative transportation products, services and innovations including those designed and targeted for nonwork trips.
- Develop financial disincentives to driving alone and incentives for using other alternatives. Investigate pricing mechanisms and innovations that more accurately reflect the true costs of transportation.
- Increase public investment in TDM research, programs and techniques.

The *Regional TDM Action Strategy* informed the development of the strategies that were included in *Destination 2030*. And the regional committee that developed the Action Strategy also developed the more specific *Destination 2030* strategies.

Because transportation demand strategies are so numerous and varied, the *Destination 2030* goals were purposely narrowed to help focus the region's attention on six strategies that were of highest priority when the plan was developed. These strategies, which comprise only part of the focus of this Milestones report, are as follows:

- **Tax Credits.** Establish and further explore potential tax credits and other financial incentives.
- **Partnerships.** Create public-private partnerships to fund start-up of vehicle trip reduction incentive programs.
- **Technical Assistance.** Expand technical assistance efforts to employers and other implementing organizations to enhance vehicle trip reduction programs.
- **Vanpool Expansion.** Expand the use of public and private vanpooling to at least double its current share of the region's travel.
- **Education and Promotion.** Support the region's vehicle trip reduction programs through education, promotion and marketing.
- **Innovation.** Examine and support demonstrations of emerging and promising new vehicle trip reduction strategies.





CHAPTER 2 MEASURING TRANSPORTATION DEMAND STRATEGIES

As the first transportation demand strategy monitoring report, this document is intended to create a baseline for measurement of future progress. It seeks to measure both the extent to which programs are implemented and the impacts of the programs. However, as with many noncapital programs, impact data remains elusive for some programs. Simply put, vehicle trips *not taken* are more difficult to measure than those that are.

TDS impacts cannot be completely isolated from the effects of other influences. For example, while an areawide change in vehicle miles traveled can indicate the effects of new demand strategies, it can also involve other variables such as reduction of employment in the area. But, if the measurement is based on the population to whom the program is available, and if it is taken before and after program implementation, the result should provide a good indication of program performance. Over time, if the method of measurement remains consistent, the monitoring program can provide another source of information on which to base implementation decisions, at both the program and areawide levels.

PROGRAM EVALUATION

Variability and flexibility are important factors in meeting the transportation demand strategy needs of the region. Programs have to be tailored to the areas they serve. Characteristics that influence the type of demand strategy that is best suited to an area include the following:

- Density of population and employment.
- Accessibility to transit and frequency of transit service.
- Parking space availability and cost.
- Whether the area has a mixture of land uses such as retail shopping, services, parks and other destinations that can be conveniently accessed by walking and biking.

The ideal product of any TDS program measurement is the ultimate impact the program has on the transportation system. Such units of measure include reductions in vehicle trips, vehicle miles traveled and congestion from what those measurements would be without the program. Where these comparisons are not available, other units of measure, usually pertaining to extent of participation, provide the data used. Many programs are limited in duration and therefore are not tracked in this report.

Unlike other aspects of the transportation system, most transportation demand strategies are not subject to regular and consistent reporting. Nor, in some cases, is it even possible due to lack of funding or other resources.

Through the Washington State Department of Transportation's new TDM Effectiveness Estimation Methodology, or TEEM, progress is being made in providing a means by which to model TDS impacts. This software enables evaluation of TDS programs on an areawide or regionwide basis. (See Chapter 4 for a brief discussion of TEEM.)

Most TDS programs are implemented as an element of a package of programs that complement and support each other. A guaranteed ride home program is one element of the FlexPass program, and FlexPass is one of the many employer programs used to meet Commute Trip Reduction goals. The guaranteed ride home eliminates a barrier to FlexPass use by eliminating the need to have a personal car at work. These programs work together to provide the customer focus necessary for a successful transportation options program. Measured separately, their synergy is lost along with statistical accuracy.

TDS SURVEY

To address these statistical issues, in February and March of 2004, the Regional Council conducted a survey of 84 local jurisdictions, transit agencies, Washington State Department of Transportation, and other organizations that implement or plan for transportation demand strategies. The survey asked whether respondent organizations implemented various types of TDS programs and asked for information about those programs. It sought information about implementation partners, trip purpose targeted, geographic targets, program impacts, measurement methodology, program costs and revenue sources used.

The survey's purpose was to provide a starting point from which to identify a set of programs that can be tracked over time. Candidate programs identified in the survey were further researched to determine their ability to produce quantifiable data and their suitability for tracking into the future.

BASELINE INVENTORY OF TRANSPORTATION DEMAND STRATEGIES

The first requisite of programs chosen for this baseline inventory is longevity, and the second is measurability. Several programs in the region have track records and demonstrated support that suggest they will continue into the future. They also have performance indicators that can be compared over time. These programs comprise the core of the regional TDS monitoring program.

- Commute Trip Reduction
- Commute Trip Reduction Performance Grants
- RideshareOnline.com
- Public Vanpool Programs
- State Tax Credits
- Guaranteed Ride Home
- U-Pass Comprehensive University Transportation Program
- FlexPass Comprehensive Employer Transportation Program
- Flexcar Car Sharing Program
- Preferential Treatment for Vanpools and Carpools on Ferries

A few regionwide, long-term strategies, though not measurable in terms of impact, should nevertheless be mentioned in this and future monitoring reports. These programs are commonly recognized to provide important support functions. Their continued viability and overall importance to the region will be qualitatively assessed over the coming years.

- Demand Strategies in Corridor Planning
- Transportation Management Associations
- Public Awareness Campaigns
- Employer/Employee Recognition

Because of the dynamic and innovative nature of transportation demand strategies, these two program lists may change over time. But that change itself can be viewed as an indicator of implementation and performance.

CORE TDS PROGRAMS FOR REGIONAL MONITORING

Commute Trip Reduction

Commute Trip Reduction (CTR) is a program aimed at reducing drive-alone work commutes. Washington's Commute Trip Reduction Law (RCW 70.94.521-551) was enacted and incorporated into the state's Clean Air Act in 1991. It requires those employers with 100 or more employees commuting to a worksite between 6:00 and 9:00 a.m. for 12 consecutive months to implement programs to reduce their employees' vehicle commutes and vehicle miles traveled. It also requires jurisdictions that have CTR-affected worksites within their boundaries to adopt CTR ordinances and

Background Issues Affecting CTR Program Measurement

The CTR Program experiences significant turnover among participating worksites. Of the 1,087 worksites [statewide] implementing CTR today, only 48 percent began the program in 1993. This year, due to the economic downturn, a number of long-time CTR worksites with effective programs were closed or moved. At the same time, many new worksites that began participating in CTR have not yet had time to develop and implement effective programs, or have not yet been in the CTR program long enough to conduct the two surveys necessary for measuring impacts. In addition, due to the war in Iraq, several large military sites did no survey because so many of their staff had been transferred to Iraq.

As a result, when looking at all of the sites participating in the CTR Program, it is much more difficult than in past years to compare impacts of the current survey cycle with impacts measured in earlier ones.

— Excerpt from *CTR Task Force 2003 Report to the Washington State Legislature*.

to include their own worksites as affected, whether or not those worksites meet the CTR Law's "major employer" definition as stated above. The law also established a Governor-appointed CTR Task Force to guide the program's implementation, evaluate and report on its effectiveness, and make recommendations to the Legislature. Task Force membership includes 28 members appointed by the Governor to represent citizens, employers, state agencies, transit agencies, and local jurisdictions.

This program, which affects all four counties in the central Puget Sound region, continues to reduce the magnitude of vehicle travel of employees who are covered by the law. (More information about the statewide program can be found on the Washington State Department of Transportation website at <http://www.wsdot.wa.gov/tdm/>.)

This is the most prevalent TDS program in the region and the state. In one way or another, most of the region's other demand strategies, along with other programs like development of HOV lanes, support Commute Trip Reduction and contribute to its measured results. Between 1993 and 2003, the CTR Task Force has generated performance statistics for its biennial report to the State Legislature. Data for CTR reports is gathered by

means of employee survey and is analyzed by WSDOT. Each data set is compared to the data from previous survey years, including a baseline survey (before CTR program begins) for each employer. This data is then aggregated to the county level. The current report, *CTR Task Force 2003 Report to the Washington State Legislature*, published in February 2004, is the source for most of the following data.

In 2003, the CTR Law covered approximately 27 percent of the region's 1.64 million jobs. Commute Trip Reduction affects 42 jurisdictions and 737 worksites in the region. Of those worksites, 381 participated in the program since it began in 1993. The following 10-year comparisons (Figures 1 through 4) are based on the measurements at these long-term worksites (see sidebar).

Figure 1 shows reductions in the number of morning vehicle trips made by employees at long-term CTR worksites. As shown, this indicator has risen steadily from the beginning of the program. This growth is mirrored in reduction of vehicle miles traveled (VMT). Figure 2 shows that each measurement year has seen a greater reduction in vehicle miles traveled than the one before. In 2003, the annual vehicle miles traveled of CTR worksites was 96 million less than in 1993.

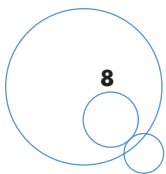


FIGURE 1. CTR LONG-TERM WORKSITES: AVERAGE VEHICLE TRIPS REDUCED EACH MORNING

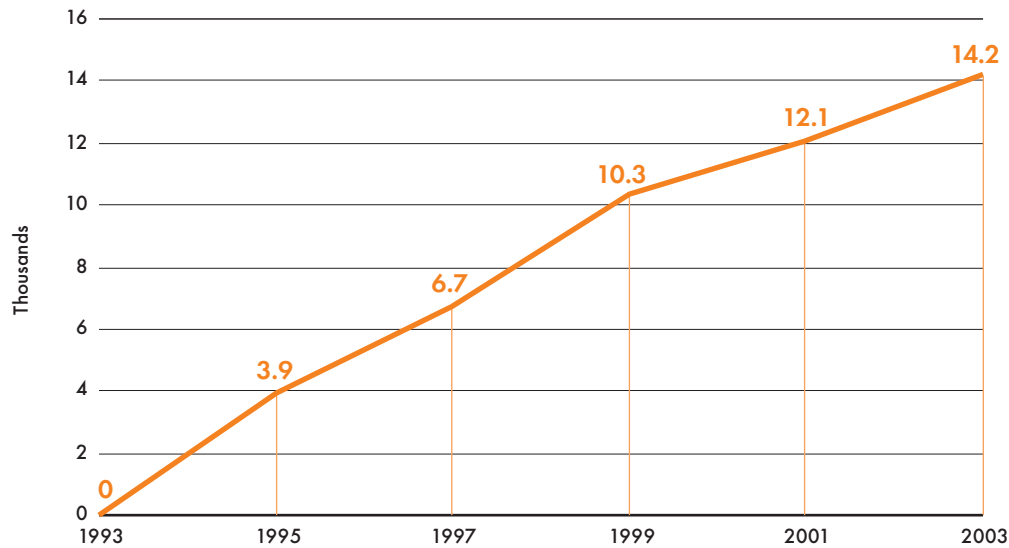
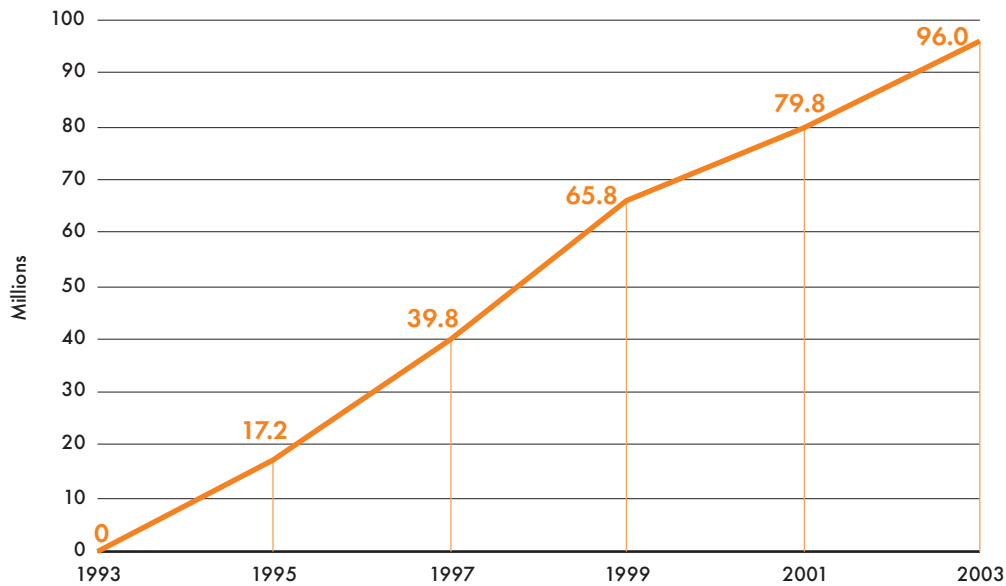


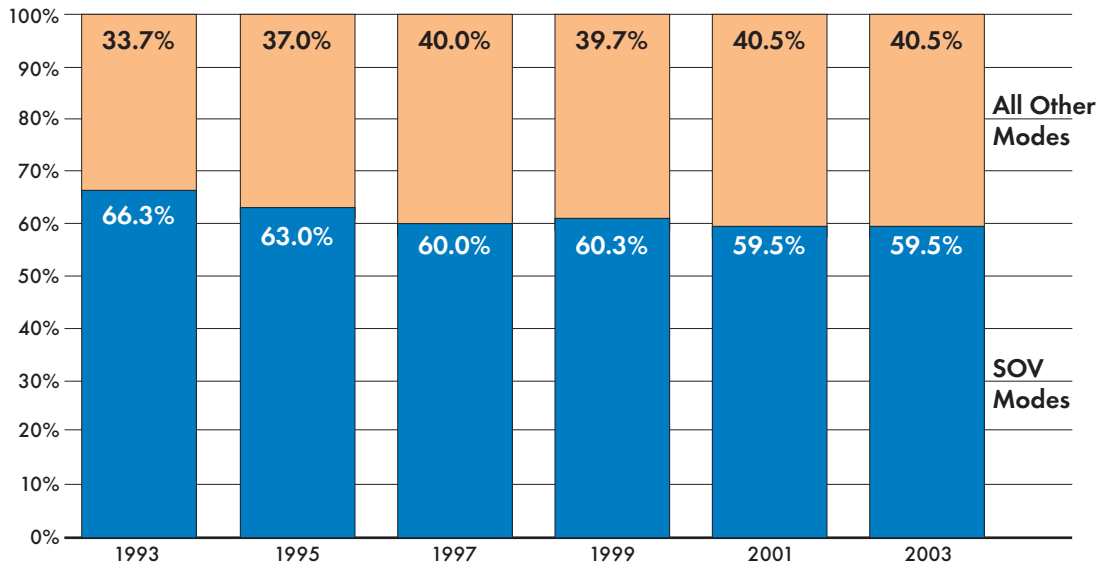
FIGURE 2. CTR LONG-TERM WORKSITES: REDUCTION IN AVERAGE ANNUAL VMT



Source Data: WSDOT Public Transportation and Commute Options Office

Another important measurement in evaluating progress resulting from the Commute Trip Reduction program is transportation mode share. Figure 3 compares CTR worksites' rate of single-occupant vehicle (SOV) travel to that of all other transportation modes combined, from 1993 to 2003. As shown, among CTR employees at worksites that have been in the program from the beginning, SOV commutes were reduced by 10 percent — from 66.3 percent in 1993 to 59.5 percent in 2003.

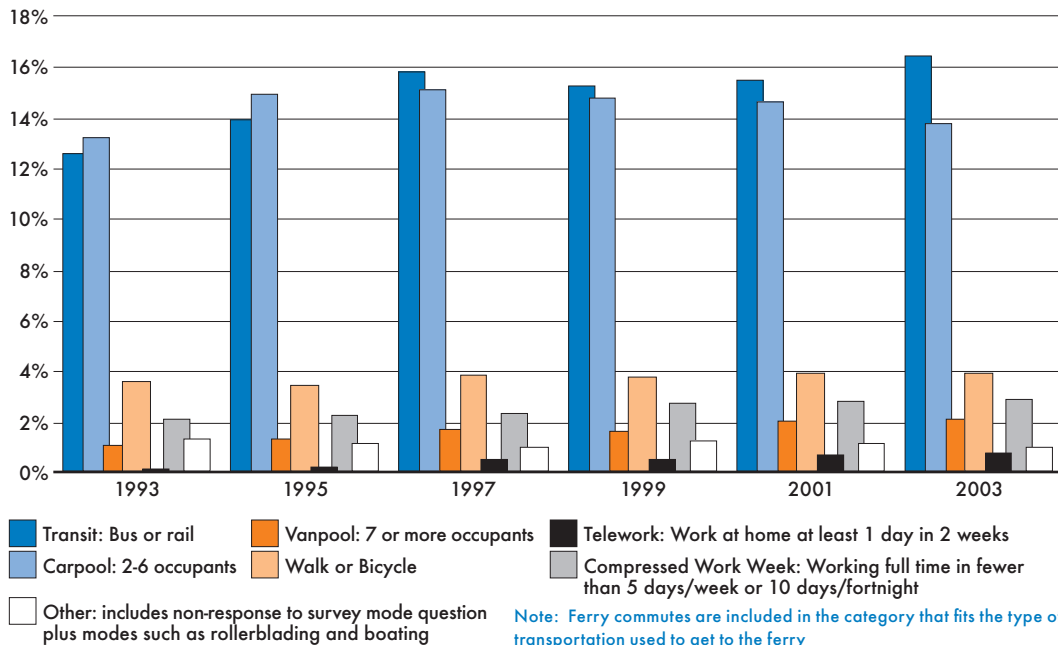
FIGURE 3. CTR LONG-TERM WORKSITES: SOV SHARE COMPARED TO ALL OTHER MODES



Source Data: WSDOT Public Transportation and Commute Options Office

Figure 4 compares the CTR mode shares for non-SOV modes, as percentages of total commutes. While carpooling was ahead of transit in 1993 and 1995, since 1997, transit increases have offset carpool decreases, which means a net reduction in vehicles on the roadway. Also note that, while it is still a very small part of these CTR commutes, the telework mode share has been rising slowly and steadily since 1993.

FIGURE 4. CTR LONG-TERM WORKSITES: NON-SOV MODE SHARE



Source Data: WSDOT Public Transportation and Commute Options Office

The 2003 reduction in morning vehicle trips for all CTR employers (not just those that have participated since 1993) is 13,500 per day. This represents 1.0 percent of the region's peak morning trips and 1.4 percent of the morning vehicle miles traveled. Regional Council modeling estimates that if these vehicle trips were added back into the morning's traffic, delay would increase by 6.3 percent, which is 719,000 hours annually. CTR employees' 2003 savings in fuel cost, from reduced drive-alone travel, was about \$8.1 million for the year.²

The state CTR program funding received in the region for fiscal year 2003 was about \$1,337,000. Based on statewide 2002 data, local public investment is about 9 percent more than the state contribution. This would indicate a 2003 local public investment of about \$1,457,000 and a total public investment of \$2,794,000 in the region. This is a cost-effective program, especially when taking into account employer funds leveraged. Based on 2001 statewide employer cost surveys, it's estimated that more than \$6 dollars of employer funding is generated by each public dollar.³

CTR Task Force Recommendation to the Legislature, December 1, 2003. Following is an excerpt from the transmittal letter accompanying the 2003 CTR evaluation and recommendations report sent to the Washington State Legislature on December 1, 2003:

The Task Force concludes that CTR continues to create cost-effective transportation capacity while improving the environment. Employers and local jurisdictions continue to invest in the program. However, the changing scope of the program has placed pressure on the limited funds allocated for implementation.

Because of the program's success, the Task Force recommends that the state continue to invest in CTR and provide additional funding to address the expanded scope of the program. In addition, making funding for these programs more flexible could strengthen recent state investments in performance grants and vanpooling. The Task Force suggests integrating trip reduction into broader transportation policy decisions in order to improve the effectiveness of public investments in transportation.

A note about the future of Commute Trip Reduction and its evaluation. The CTR Task Force is currently reviewing the statute and the program to develop recommendations for the future of the program. The CTR evaluation methodology, which produced the data used in this report is under review by local, state and national experts. Any changes resulting from this review will be reflected in the next TDS monitoring report.

The state and its major employers have shown a financial and policy commitment to this program since its creation in 1991. Based on this acceptance and its historical success, the program is likely to continue in the coming years.

Commute Trip Reduction Performance Grants

In 2003, the Legislature created a new program to provide funds for strategies that give “financial incentives for ride sharing in vehicles carrying two or more persons, for using public transportation, for using car sharing, or for using nonmotorized commuting, including telework”

(RCW 70.94.996). Those eligible are private employers, public agencies, nonprofit organizations, developers, and property managers. Biennial appropriations amount to \$1.5 million. Not more than

² Based on a cost of \$1.67 per gallon, the low end of the range for 2003 as reported by the American Automobile Association.

³ Based on data found in *CTR Task Force 2003 Report to the Washington State Legislature*, WSDOT, February 2004, and *Commute Trip Reduction Funding and Structure*, WSDOT, February 2003

\$100,000 per year will go to any one recipient. The funds are distributed by WSDOT, and project selection is done by the state's CTR Task Force, using the following criteria:

- Predictability (potential to achieve projected participation and vehicle travel reductions)
- Measurability
- Cost effectiveness
- Sustainability (likelihood that benefits can be sustained after grant funding ends)
- Thoroughness of funding application
- Avoiding of redundancy (projects that apply strategies not currently in use score higher)

The following considerations also apply:

- Congestion levels
- Geographic distribution
- Cost of providing new highway capacity (grant applications must be able to reduce trips or vehicle miles for less than the estimated public cost to provide the roadway capacity for those trips. Currently, WSDOT estimates the cost of providing the roadway for an annualized trip each year to be \$460. WSDOT also assumes that an average CTR round trip equals 26 miles.)

What makes this program unique and especially suited to monitoring is that grants are awarded based on estimated performance, and actual measurement is required after the project has been implemented.

For the 2003-2005 biennium, in two project-selection rounds, \$1,489,585 was awarded statewide, and \$1,124,495 of that award went to 21 projects in the central Puget Sound region. Table 1 describes these projects, their award amounts and projected reductions. Total reductions are estimated at 3,646 daily vehicle trips and 103,415 daily vehicle miles. Regional evaluations comparing these pre-project estimated reductions to post-project measured reductions will be detailed in the next TDS monitoring report.

**TABLE 1. PERFORMANCE GRANTS AWARDED
TO CENTRAL PUGET SOUND REGION PROJECTS, 2003-2005**

Round & Project #	Organization / Project Description	Award Amount	Projected Daily Reductions	
			Vehicle Trips	Vehicle Miles
1-1	City of Issaquah: The Issaquah Trip Reduction Incentive Program will offer financial incentives to employers for providing financial incentives to their employees to use alternative commute options.	\$34,453	87	2,249
1-2	City of Redmond: Reward for Performance will offer performance-based incentives to employers for voluntarily undertaking or enhancing trip reduction activities.	\$123,000	300	7,800
1-3	City of Seattle: Ticket to Ride will offer increased subsidies to first-time transit users.	\$10,000	100	2,600
1-4	City of Shoreline: The Shoreline Commute Trips Program will provide financial incentives to encourage multimodal commuting, with particular emphasis on promoting bicycle commuting on the Interurban Bike Trail.	\$16,100	35	910
1-5	Duwamish Transportation Management Association: The Duwamish CTR Initiative will provide financial incentives to employers that promote CTR services to their employees.	\$112,700	245	6,370
1-6	King County: Kent Regional Justice Center Parking Management will focus on reducing employee vehicle trips by managing employee parking.	\$25,500	57	1,710

Round & Project #	Organization / Project Description	Award Amount	Projected Daily Reductions	
			Vehicle Trips	Vehicle Miles
1-9	Unico Properties and Flexcar: Partnering for Mobility Options and Trip Reduction will encourage businesses to purchase Metro Area FlexPass and to become members of the Flexcar car-sharing service.	\$96,600	140	6,240
2-1	Alaska Airlines: FlexPass Referral will enhance promotion and incentives for FlexPass participation and recruitment and carpooling, walking and biking.	\$28,635	63	2,990
2-2	City of Bellevue: Bellevue Area FlexPass Distribution Incentives will provide cash payment for each pass distributed to an employee for all new Bellevue Area FlexPass customers. Designed to test impact of distribution incentives.	\$55,000	150	3,900
2-3	City of Seattle: "One Less Car" Challenge for Business will provide employees with financial incentives and information on the cost of car ownership and on how to maintain mobility without a car.	\$44,714	98	2,533
2-5	Commuter Challenge: Reducing Morning Commute Trips by College Students will provide financial incentives and information to encourage students at technical and community colleges to use alternative commute modes; also provides information for administrators regarding the need to reduce drive-alone commuting.	\$56,570	1,010	26,264
2-6	Commuter Challenge: The Regional Smart Commute Program will provide financial incentives to use alternative commute modes, to employees at small worksites not affected by the state's CTR law.	\$100,000	299	7,776
2-7	Everett Community College: Save Your Loot, Save Your Commute will provide transit, vanpool, parking discounts, and financial incentives for alternative commuting; program also includes on-site ridematching and enhanced promotions.	\$13,945	65	1,677
2-8	Fred Hutchinson Cancer Center: Save the Gas, Earn the Cash will offer financial incentives to increase the occupancy of carpools and vanpools.	\$38,713	99	2,574
2-9	Green River Community College: Transportation Alternatives at GRCC will offer incentives and subsidies for participating in CTR; programs include aggressive promotions and installation of bike lockers.	\$100,000	256	6,648
2-10	Harborview Medical Center: Enhanced Shuttle Service will expand to include mid day service so employees won't need their cars during the day.	\$42,320	92	2,400
2-11	Kitsap Transit: This project will provide employees in a mixed-use development project in downtown Bremerton with subsidized bus passes, enhanced Flexcar access, and lifetime Flexcar membership.	\$62,335	137	3,562
2-12	Nintendo of America: Onsite Flexcar will provide access to an on-site Flexcar, and four hours per month of Flexcar usage to any employees who regularly uses a commute alternative.	\$9,200	20	258
2-13	Pierce County: Individualized Employer Support Program will provide financial incentives, individualized marketing material, and staff support to address worksite barriers at five major worksites in Pierce County.	\$103,710	257	6,682
2-14	Pierce Transit: Vanpool Incentives will offer vanpool incentives and a voluntary vanpool recruitment program to worksites in Pierce County.	\$45,000	120	7,800
2-15	Sage Manufacturing: Share and Save will subsidize vanpool fares and transit passes; will enable employees to set aside pre-tax money for vanpool, bus, and ferry fares as part of a Flexible Commuter Spending Program.	\$6,000	16	472
Total for Region		\$1,124,495	3,646	103,415

Source Data: WSDOT Public Transportation and Commute Options Office

RideshareOnline.com

This statewide program helps would-be carpoolers and vanpoolers find each other and form rideshare groups. RideshareOnline.com and the Rideshare Hotline (1-888-814-1300) are two different titles that refer to a ridematching system that can be accessed online, by phone or by mail. Ride matches can be made for work or school commutes or for event travel.

The customer initiates participation by registering trip origin (can be an address or an intersection), destination, schedule and other pertinent trip data, along with a contact phone number. Online customers can check the system at any time for potential matches that can be viewed on a map to help determine the best match and commute route. This information is mailed, faxed or emailed to phone and mail customers. It is then up to customers to make contact and conclude arrangements.

To keep the database current, registrations that are three months old are removed unless the customer opts to remain in the system. The program serves recreational and other events as well as daily commutes, however events ridematching is available only through the internet. The ridematch system also plays an important role in formation and retention of public vanpools.

This secure and confidential ridematching system originated in the central Puget Sound region in the early 1970s. A recent CTR grant made it possible to extend the service throughout the state in February 2005. The grant also provided funding for incentives and promotional materials to help educate employees about the rideshare system as it is expanded. The system is supported and promoted by the transit agencies of King, Kitsap, Pierce, Snohomish, Island, Thurston, Benton, Franklin, Clallam, Grays Harbor, Jefferson, Mason, Skagit, Spokane, Whatcom and Yakima counties. But the service is extended to the entire state, and even Oregon and Idaho residents who commute to Washington State destinations can use it.

In 2004, the Rideshare database was increased by 11,464 new registrants (32 percent more than in 2003), and the website received 165,423 hits to its home page (25 percent more).⁴ In the past, the system was not able to track the number of actual carpools/vanpools formed because customers make the actual rideshare arrangements outside of the system. As of February 2005, a new automated, survey-based tracking system will provide this performance data. The data will be presented in future TDS monitoring reports.

Public Vanpool Programs

The four countywide transit agencies in the region provide passenger vans for groups of 5 to 15 people to use as rideshare vehicles for their daily commutes. The agencies provide maintenance, insurance, fuel, tires, support services and sometimes incentives such as fare discounts and cash incentives. They also train the driver and bookkeeper of each vanpool group. Vanpool participants pay monthly fares, and in many cases, the fares are subsidized or paid in full by employers.

Since 1979, vanpooling in the central Puget Sound region has proven to be an important mode of non-SOV travel for trips that cannot be well served by transit. In fact, the region, together with Island and Thurston Counties, leads the nation in the number of public vanpools and in vanpools per capita.⁵

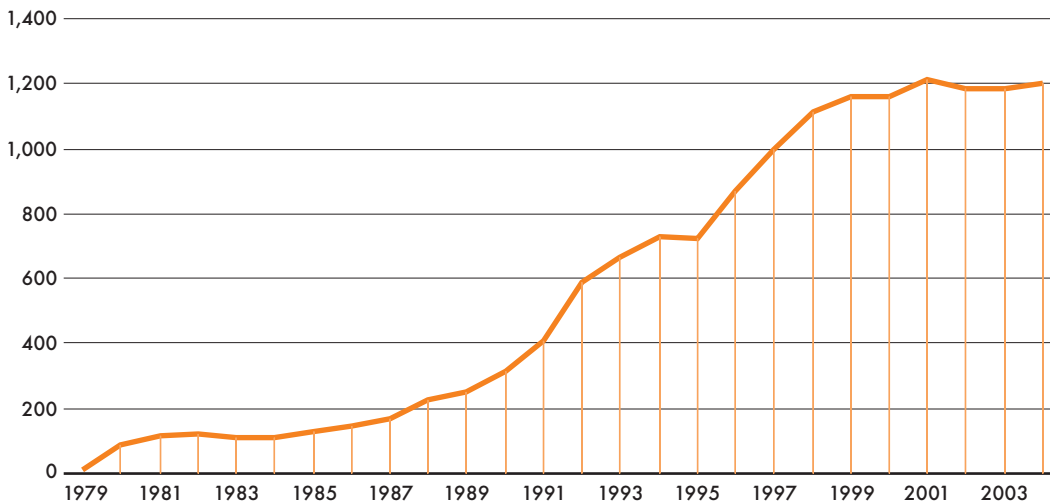
Figure 5 shows the growth in public vanpools since the program began with 9 vanpools in 1979. While there have been a few fluctuations during this 24-year period, vanpooling has grown by a remarkable average of 22.6 percent a year.

⁴ King County Metro

⁵ *Vanpool Market Action Plan Final Report*, July 2003

In 2002, the program lost 2.6 percent of its vanpools. This was most likely the result of two separate circumstances. First, Initiative 695, which reduced the motor vehicle excise tax, resulted in significant cuts in transit funding, and this led to higher vanpool fares. Second, Boeing, a company with many vanpooling commuters, laid off a significant number of employees, as did other employers in 2002.

FIGURE 5. AVERAGE ANNUAL PUBLIC VANPOOLS



Source Data: Washington State Department of Transportation and Regional Vanpool Coordination Team

Vanpool data for 2004 is provided in Table 2. As shown, the four countywide transit agencies in the region provided a monthly average of 1,201 vanpools in which more than 4 million passenger trips were taken during the year. An interesting detail provided in this table is the variation in average round-trip mileage. Pierce Transit vanpool trips have the highest mileage at 65.7 miles, which is 28 percent higher than the lowest mileage of 51.3 miles for Kitsap Transit.

TABLE 2. TRANSIT AGENCY COMMUTE VANPOOL DATA, 2004

	King County Metro	Kitsap Transit	Pierce Transit	Community Transit	Total Region
Monthly Average No. of Vanpools	654	89	237	221	1,201
Passenger Trips in 2004	2,568,967	232,220	692,495	828,117	4,321,799
Vanpool Miles Traveled in 2004	8,681,204	1,085,407	3,782,129	3,062,827	16,611,567
Average Riders per Van (Inc. Driver)	8.12	8.48	8.52	7.88	8.2
Average Round-Trip Miles per Vanpool	56.7	51.3	65.7	58.2	58.7

Source Data: Regional Vanpool Coordination Team

In July 2003, Washington State Department of Transportation, their consultants and a Regional Project Review Team completed the Puget Sound Vanpool Market Action Plan (MAP). The project, which included Island and Thurston counties as well as the four PSRC counties, reported that the current vanpool mode share for commute trips of 10 miles or more is 1.4 per cent. MAP estimates for the four-county PSRC region suggest that, with appropriate support programs, the vanpool market potential could be in the range of two to four times the current number of public vanpools.

Recognizing the importance of vanpooling, the 2003 Legislature provided \$4 million for the biennium to fund the capital costs of vanpool expansion in the state. In 2004, the Legislature expanded use of the funds to cover incentives for employers to increase employee vanpool use. This change will help to grow the vanpool market, giving the capital investment a greater payoff. It will be important in coming years to review this investment strategy and report on its impacts.

VanShare. King County Metro began VanShare in April 2001. It serves groups of three or more commuters, connecting them to public transportation. The van transports riders between home and a park-and-ride lot, train station or ferry terminal, where the van remains until the riders return at the end of their workday. In 2002, Metro operated a monthly average of 33 VanShare pools, in 2003 it was 54, and in 2004 the average was 64.⁶

Worker/Driver Buses. Kitsap Transit operates a hybrid of vanpooling and transit. It uses full-size buses, with drivers that are part-time employees of Kitsap Transit as well as full-time employees of the military facilities to which they commute. Worker/driver routes are flexible and can be altered to meet the needs of their passengers. The service currently includes 25 routes serving military personnel commuting to the Puget Sound Naval Shipyard and Naval Station Bremerton. Ridership fluctuates with the level of employment at the shipyard and military presence in the county. In 2003, this program provided more than 300,000 rides. This program has been in operation since World War II and will likely continue as long as there is a Naval presence in Kitsap County.⁷

State Tax Credits

In 2003, the Legislature reinstated the commute trip reduction credits on Business and Occupation Tax and Public Utilities Tax. The credits had been repealed in 2000 when the motor vehicle excise tax, the main source of funding for the credits, was eliminated. The purpose of the tax credits, which were originally established in 1994, was to encourage private and public employers to provide financial incentives to their employees for commuting by means other than driving alone. The credits are now funded through the Multimodal Transportation Account.

Not only did the Legislature reinstate the credits through June 2013, but they also extended them to property managers as well as employers. The credit is 50% of the incentive amount paid, to a maximum of \$60 per employee per year. The employer limit is \$200,000 per year, and the statewide program limit is \$2.25 million in credits per year (RCW is 82.70.020).

In February 2004, the claims for this tax credit, which became effective July 1, 2003, had reached the statewide limit for the year. The fact that these credits have been used to their limits demonstrates that employers find the tax savings significant, as it defrays some of their CTR costs. Because this is a state tax that doesn't need to be tracked at the local level, regional data is not available. However, it's very likely that most of the tax credits were taken in the central Puget Sound region, as more than half of the state's CTR worksites are located in King County alone. Even without this regional data, the endurance of this program and its statewide use will be important factors to monitor in the coming years.⁸

⁶ King County Metro

⁷ Kitsap Transit

⁸ Department of Revenue

Guaranteed Ride Home

To help give commuters the freedom to use alternatives to driving alone, the countywide transit agencies offer guaranteed ride home programs to employers. Administered by the employer, this program provides occasional, subsidized rides (e.g., taxi, car-share vehicle) for non-SOV commuters to use in an emergency where a vehicle is needed to get the employee home or to another authorized destination. These programs are nearly always part of a package of services provided by transit agencies.

In 2003, the guaranteed ride home programs offered by the four countywide transit agencies covered 267,797 employees of 457 employers. During the year, 6,431 emergency trips were taken.⁹

U-Pass Comprehensive University Transportation Program

Through the U-Pass program, the University of Washington offers its students, faculty and staff a variety of low cost alternatives to driving alone. The U-Pass today costs the user less than half the charge for a monthly transit pass in 1990, the year before U-Pass was instituted. The U-Pass lets University commuters choose the method or methods of travel that work best for them. U-Pass holders can choose from the following services:

- Unlimited access to public transit (bus and train) on King County Metro, Community Transit and Sound Transit with the U-Pass.
- A parking management program that subsidizes HOV parking and includes Individual Commuter Tickets and Pay-Per-Use Parking which provide incentives to drive less but allow occasional use of parking facilities when needed.
- U-Pass holders who carpool or vanpool receive free parking, and the University promotes the regional Ridematch system.
- U-Pass holders receive up to \$40 a month toward the cost of their vanpool fares with King County Metro, Community Transit, Island Transit or Kitsap Transit.
- A walking program that includes campaigns and working with the City of Seattle to give crosswalk signal priority to pedestrians.
- A bicycling program that provides bike racks for approximately 5,600 bikes, offers discounted helmets and bicycle lights to U-Pass holders, and holds Bike-to-Work Month campaign events.
- An Emergency Ride Home program (same as Guaranteed Ride Home) is available to faculty and staff U-Pass Holders.
- The Merchant Discount program is designed to encourage U-Pass participation with discounts on goods and services offered by merchants. Participating merchants receive free publicity in U-Pass marketing materials, seasonal promotions and promotional materials to display at their businesses.
- Night Ride is an evening transportation service that is free to U-Pass holders. Operated by a private vendor under contract with the University, Night Ride serves five pick-up locations on campus and takes people to destinations in nearby neighborhoods.
- Flexible work arrangements for faculty and staff.
- Marketing and public relations.

The program was developed in partnership with King County Metro and began operation in 1991. The thorough analysis and extensive data provided annually by this program make it a key component in the TDS monitoring program. Other college campuses in the region provide similar — though perhaps less comprehensive — programs, but they do not have similar measurement data.

⁹ Community Transit, King County Metro, Kitsap Transit, Pierce Transit

Table 3 shows the vehicle traffic counts to and from the UW campus in 1990 (the year before U-Pass), in 1991 — to show the difference U-Pass made in the first year, and in 2003. The table presents the traffic changes both in terms of absolute numbers and as a per-capita percentage based on University population.

The change in average daily trips during the first year was a decrease of 6 percent and an increase of 4 percent in the remaining 12 years, with an overall, 13-year decrease of 1 percent. But university population increased by 24 percent between 1990 and 2003, and when this population growth is factored in, the story is dramatically different. The per-capita change is 6 percent reduction in the first year and 15 percent in the remaining years, with an overall reduction of 20 percent for the 13 years. The changes in peak-period traffic are even more dramatic: 13 percent decrease the first year, another 13 percent in the remaining twelve years, and an overall decrease of 25 percent.

In 2003, the number of locations monitored in the annual traffic count was increased. For data continuity, the 2003 counts reported in Table 3 do not include these additional sites. These new locations accounted for 3,686 daily trips and 584 peak-period trips.

TABLE 3. VEHICLE TRIPS TO/FROM UW CAMPUS BEFORE AND AFTER U-PASS

	1990 (Before U-Pass)	1991	2003	% Change		
				1990 to 1991	1991 to 2003	1990 to 2003
UW population (students, staff, faculty)	50,536	51,437	62,912	2%	22%	24%
Average daily vehicle trips	59,132	56,316	58,684	-5%	4%	-1%
Per-capita vehicle trips	1.17	1.09	.93	-6%	-15%	-20%
Average daily AM/PM peak-period vehicle trips	16,779	14,833	15,716	-12%	6%	-6%
Per-capita vehicle trips	.33	.29	.25	-13%	-13%	-25%

Notes: Peak periods are 7:00 to 9:00 a.m. and 3:00 to 6:00 p.m.

Traffic counts include all trips regardless of trip purpose, vehicle type (transit as well as auto) or who makes them (visitors as well as those who commute regularly).

Source Data: University of Washington Transportation Office

Figures 6 and 7 show the mode shares in 1989 (before U-Pass) and in 2002 as determined by a sample survey of university population. Surveys are conducted every two years.

FIGURE 6. 1989 PRE U-PASS MODE SHARE

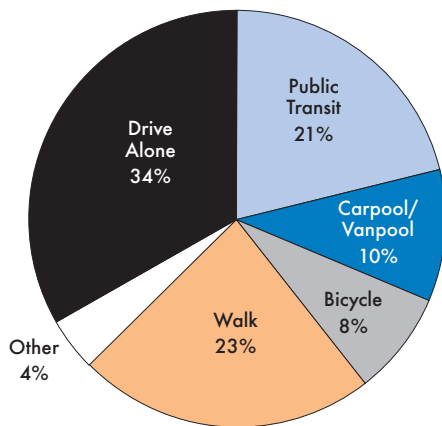
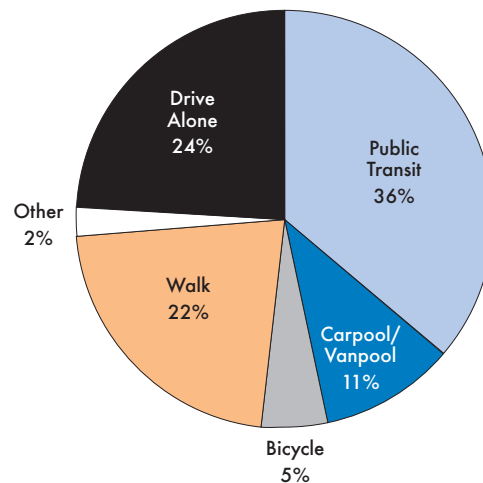


FIGURE 7. MODE SHARE WITH U-PASS



Source Data: University of Washington Transportation Office

The most notable changes are in drive alone travel, which fell from 34 percent to 24 percent, and in transit use, which increased from 21 percent to 36 percent. Also worth noting is the fact that bicycling decreased from 8 percent to 5 percent. The 1992 survey indicated that the second year after initiation of the U-Pass, biking had dropped to 6 percent. The most likely explanation for this is that many bikers moved to transit when the U-Pass made riding the bus very inexpensive.

U-Pass customers comprise a sizable portion of the ridership of King County Metro, Community Transit and Sound Transit. Table 4 shows that it's 7 percent for Metro, 10 percent for Community Transit, and 4 percent for Sound Transit. There is no historical data that would allow a comparison with pre-U-Pass ridership, but it will be interesting to track this data in the future.

TABLE 4. U-PASS ANNUAL TRANSIT TRIPS, 2002/3

	King County Metro	Community Transit	Sound Transit
Annual U-Pass transit trips taken	8.9 Million	530,000	300,000
U-Pass trips as percentage of transit agency's total trips	7%	10%	4%

Source Data: University of Washington Transportation Office

Parking management also plays an important role in reducing vehicle travel to and from the University. In 1991 when the U-Pass began, quarterly parking for SOVs was raised from \$72 to \$108 and is now \$196.32. With these increases and the availability of U-Pass services, SOV parking permits issued decreased from 7,467 in 1990 to 6,347 in 1991, and ultimately to 4,693 in 2003 — an overall reduction of 37 percent. When university population is factored in, per-capita permits issued went from .15 in 1990 to .12 in 1991 and .07 in 2003. The overall per-capita reduction was 53 percent.

FlexPass Comprehensive Employer Transportation Program

King County Metro partners with the five other bus/rail transit agencies in the region to provide services to employees covered under the comprehensive FlexPass program. FlexPass is a package of commute benefits that can be customized for a single employer with 50 or more employees or for an areawide group of employers with 25 to 500 employees each. Core components of each FlexPass are unlimited bus service on KC Metro and Sound Transit bus and rail service, up to \$65 monthly vanpool allowance and guaranteed ride home program. Optional components include employee incentives such as Commuter Bonus Plus vouchers (used like gift certificates at merchants such as REI, AAA and YMCA) for non-SOV commuters who don't use transit, and FlexPerks (discounts with participating merchants such as Amtrak, Bikestation, Dollar Rent a Car, and Flexcar). Community Transit and Pierce Transit services may be added on a select basis.

Currently, Area FlexPass is offered in 13 locations in King County:

- Bellevue — Downtown (employer minimum: 10 employees)
- Bellevue — Greater Bellevue
- Kent — City limits
- Kirkland — City limits
- Redmond — Overlake Area
- Renton — City limits
- SeaTac — City limits
- Seattle — Belltown
- Seattle — Downtown (employer minimum: 10 employees)

- Seattle — First Hill
- Seattle — Lake Union/Queen Anne
- Seattle — SODO/Duwamish
- Tukwila — City limits

In 2003, FlexPass covered 88,000 employees through contracts with 225 employers. While actual usage data is not available, the extent of coverage and number of employees covered can be compared over time.¹⁰

Flexcar Car Sharing Program

Car Sharing is a program that gives paying members the use of personal vehicles when needed and promotes the use of non-SOV alternatives for other trips. It allows members to forego ownership of a secondary — or even primary — vehicle and attendant costs. The likeliest candidates for car sharing membership are those people and businesses in areas within walking distance to transit, retail and other conveniences. Businesses may find the program less costly than owning a vehicle fleet, but the benefit is the same for employees — they don't need to use their own cars for business and can therefore commute by non-SOV means.

The car sharing program in the central Puget Sound region is operated by Mobility, Inc., doing business as Flexcar, in partnership with King County Metro, Kitsap Transit and the City of Seattle. Flexcar also has programs in California, Illinois, Maryland, Oregon, Virginia and Washington D.C., and its membership nationwide is nearly 22,000. But, with membership closing in on 12,000, the program in this region is by far the largest.

Flexcar launched its Puget Sound program in January 2000, and by September it had 750 members. Since then, its area of operations has expanded, and membership has shot up by an average of more than 2,500 a year.

TABLE 5. FLEXCAR DATA FOR THE CENTRAL PUGET SOUND REGION, APRIL 2004

Vehicles.....	122
Individual memberships.....	9,450
Business memberships.....	170
Areas of operation.....	Bainbridge Island, Bellevue, Issaquah, Kirkland, Redmond, and 16 neighborhoods in Seattle

Source Data: Flexcar Corporation

The Flexcar program is currently being evaluated by its partners to identify its impacts as a transportation demand strategy. Those findings will be presented in the next TDS Monitoring Report.

Preferential Treatment for Vanpools and Carpools on Ferries

In the Puget Sound region, the Washington State Ferry System provides preferential loading (reserved space) to registered carpools of at least 3 people and vanpools of 5 to 15 people. Registration includes specifying the particular out and return sailings that will be used, but it allows a one-sailing grace period. This program, which operates all day, every day, carries a minimum usage requirement of 3 days a week for 9 months a year. Vanpools receive an additional break in the form of a fare discount, as drivers do not pay, nor is there a fee for the vehicle; only applicable passenger fares apply.

¹⁰ King County Metro

TABLE 6. WASHINGTON STATE FERRIES' PREFERENTIAL LOADING FOR VANPOOLS AND CARPOOLS

Year	Carpools	Vanpools	Range of Estimated Ridership		Range of Est. SOVs Removed	
			Low Range	High Range	Low Range	High Range
1999	114	366	1,668	3,174	1,190	2,690
2000	236	494	2,662	5,516	1,930	4,790
2001	882	355	5,475	14,650	4,240	13,410
2002	165	39	942	2,631	740	2,430
2003	208	171	1,553	3,804	1,170	3,430

Note: Data for the years before 1999 is not available, and exact ridership data is not maintained. Ranges provided are based on minimum of 3 persons per carpool and 5 per vanpool, maximum of 4 per carpool and 15 per vanpool.

Source Data: Washington State Ferries

This program was established in 1991 with 64 registered vanpools. Data for the intervening years between 1991 and 1999 is not available. Table 6 shows some ups and downs since 1999, and there are two reasons for this. One is the fluctuation in military personnel as evidenced in the dramatic rise in 2001 and the equally dramatic fall in 2002. The second is a stricter enforcement of the eligibility criteria beginning in 2002.

ADDITIONAL LONG-TERM SUPPORT PROGRAMS

Demand Strategies in Corridor Planning

Corridor planning activities provide an outstanding opportunity to include demand management into the mix of transportation improvements to be considered for a given area. Demand strategies can add longevity to new transportation facilities and even delay the need for additional capacity. They help the region make the most of its transportation investments. That is why these cost-effective strategies should be considered in concert with capacity expansion and system operations. Corridor planning provides an excellent forum for this comprehensive discussion.

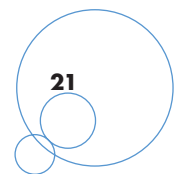
Because of corridor improvement programs, the coming years are likely to see an unprecedented increase in demand strategy implementation and participation. And corridor planning is expected to lead to development of demand management programs that can ultimately serve the region as a whole.

Planning efforts are currently underway for several major corridors: I-5, I-90, SR-520, SR-167, Alaskan Way Viaduct, and I-405. The one that is nearest implementation is I-405.

I-405 Corridor Improvement Program. The 2002 Record of Decision for the I-405 corridor improvement program includes a 20-year, \$452 million plan for implementing transportation demand strategies. Currently, WSDOT and representatives of affected jurisdictions, other public agencies, and employers are working together to implement the plan. TDS programs that are developed for this corridor can serve as templates for efforts in other corridors and throughout the region as a whole.

Following are the five major plan elements:

- Public information and education (corridor-focused campaign, trip planning services)
- Vanpooling (vans and incentives)
- Employer-based programs (work options, CTR and non-CTR employer incentives, transportation management associations)



- Land use as transportation demand management (incentives and support for transportation-efficient land use)
- Other programs (special fare media, leased park-and-ride space, noncommute and freight demand management incentives)

Phase 1 of the I-405 project will address congestion “chokepoints” in Kirkland, Bellevue and Renton. The demand management component of Phase 1 is a \$13 million, 8-year TDM Construction Mitigation Plan that will focus on maintenance of traffic during construction of the projects in these 3 locations. Potential Phase 1 strategies include public information, vanpool/vanshare, rideshare incentives, and leased park-and-ride space.

Monitoring and evaluation are also important components of the Phase 1 program, as a clear understanding of the program’s impacts will help determine how Phase 2 strategies are implemented. This assessment will also be a valuable source of data for the next TDS Milestones monitoring report.

The demand management component of Phase 2 is a \$60 million, 10-year TDM/HOV Support Plan. Phase 2 strategies are expected to include those listed for Phase 1 plus HOV marketing, employer support programs, support for telecommuting and transportation management associations, and services and incentives for reducing noncommute vehicle trips.

Phase 3 of the I-405 Master Plan’s 20-year program will include continued investment in transportation demand strategies. This phase of the program depends on revenue availability over the remaining investment timeframe.

Transportation Management Associations

A transportation management association (TMA) is an areawide, nonprofit coalition of businesses that join together to provide TDS services in a more cost-effective manner than they would be able to achieve on their own. TMAs also give their member organizations a collective voice in transportation decision processes. The prevalence of TMAs in the region is an indication of how demand strategies are implemented and represents an important data point to track. Currently, the region has three transportation management associations.

Greater Redmond TMA (GRTMA). This is a stand-alone organization whose membership was brought together solely for the purpose of developing and utilizing its TMA services. The GRTMA represents 283 organizations and covers more than 57,000 commuters. Its mission is to, “Increase commuter mobility and efficient use of the transportation system through services, incentives, education, and the promotion of single occupancy vehicle alternatives to our members.” To achieve this mission, GRTMA focuses on five main objectives:

- Assist members with transportation regulatory compliance
- Increase transportation system awareness
- Decrease single occupancy vehicle trips
- Advocate transportation solutions through direct and cooperative relationships
- Initiate, implement, and enhance transportation demand management programs

TransManage. Formerly known as the Bellevue TMA, this organization was established by the Bellevue Downtown Association in 1986. TransManage contracts with 11 office buildings, Bellevue Square Mall and the Bellevue Place mixed-use development complex to serve the nearly 800 businesses and more than 12,000 employees at those facilities. TransManage provides commuting information by conducting transportation onsite promotions at client locations, planning transportation fairs and offering individual commuting assistance to employers and employees.

Duwamish TMA. This TMA is a non-profit group “dedicated to improving transportation services in, to and through the Duwamish business community extending from the professional sports stadiums in the north to King County International Airport in the south.” This organization is unique in that it has a strong freight component to address problems related to freight movement as well as employee commuting. The Duwamish TMA began operations in 2002. Its services are available to all of the businesses within the geographic area described above, but at this point, they have not determined how many organizations or employees that entails. This TMA is also working to extend its services to other industrial areas of Seattle.

Public Awareness Campaigns

Most TDS programs like those described above have their own promotional components. The following campaigns are broad based promotions that do not address a specific program, rather, they promote the concept of demand strategies as a whole.

Wheel Options. Washington State Ridesharing Organization coordinates spring and fall promotions, which until 2004 were known as Rideshare Weeks and Smart Moves, respectively. Now, both statewide campaigns are known as Wheel Options. Commuters who try alternatives to driving alone are eligible to participate in a drawing for donated prizes. These campaigns, which include radio and print ads, netted more than 33,000 participants in 2003.¹¹

Bike to Work Month. During this month-long event, usually beginning in May, the Cascade Bicycle Club, businesses and other supporters of bicycling and commute options in general sponsor a number of activities designed to encourage bicycle commuting. Activities include rallies, challenges, cycling and safety clinics, and biking parties. About 10,000 commuters are estimated to have taken part in 2003. This is more than a 40 percent increase over the 7,000 who participated in 2002.¹²

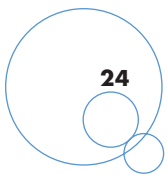
Employer/Employee Recognition

Recognition programs serve three important functions. The first is to pay tribute to those who are working hard to achieve their goals. The second is to highlight good programs that others might emulate. And the third is to publicly recognize award-winning organizations and programs in a manner that draws attention to the importance of demand strategies and motivates others to become involved.

The statewide recognition program is the Governor’s CommuteSmart Awards, which honored 15 employers in 2003 and followed up with a statewide news release. Three of the four counties in the central Puget Sound region conduct awards programs: Commuter Challenge Diamond Awards in King County, Summit Awards in Pierce County, and Visionary Awards in Snohomish County. These programs promote award winners via sponsors’ websites, newsletters and news releases. Commuter Challenge also highlights winners through radio spots and direct mailings to business and public-sector transportation decision makers. Kitsap Transit was one of the first to implement a CTR awards program. However, the program was a casualty of the budget impacts of the repeal of the motor vehicle excise tax, a major source of transit funding.

¹¹ Washington State Ridesharing Organization

¹² Cascade Bicycle Club



CHAPTER 4 **PROGRESS IN RELATION TO POLICIES**

On the whole, the region has made significant strides toward meeting its demand strategy policy objectives as outlined in VISION 2020 and *Destination 2030*. Where gaps exist, it appears to be a lack of funding that is the major barrier. This is a problem that TDS programs share with transportation needs in general.

The programs described in this report represent significant steps toward meeting the objectives of the three Multicounty Planning Policies that address transportation demand strategies. They work to “shift travel demand to non-single-occupant vehicle travel modes and to off-peak travel periods” (RT-8.11). They help to reduce “dependence on single-occupant vehicle travel” (RT-8.13). And they constitute “investments that provide alternatives to single-occupant vehicle travel to and within urban centers and along corridors connecting centers” (RT-8.14).

Tax Credits

Destination 2030 called for re-establishment of the state’s business and occupation tax and utility tax credits for employers that provide financial CTR incentives to employees for using alternatives to driving alone. In 2003, those tax credits were reestablished through June 2013 and were extended to property managers as well as employers (see Chapter 3). This provides a significant incentive for development and maintenance of TDS programs.

Public-Private Partnerships

Destination 2030 called for the creation of public-private partnerships to fund demand strategy programs. The following programs provide good examples of such partnerships:

- R-Trip, a partnership of Redmond, King County Metro, and Redmond businesses to provide incentives to try alternatives to driving alone.
- The King County Commute Partnerships program teams Metro with employers to develop products and services that expand commute options for employees.
- The addition of a third transportation management association, Duwamish TMA.
- Since 2000, Mobility Incorporated, doing business as Flexcar, and King County Metro have maintained a partnership to support the car-sharing program. Since adoption of *Destination 2030* in 2001, the partnership has expanded to include Kitsap Transit and other organizations and businesses such as Amtrak and Enterprise Rent-A-Car.

Technical Assistance

Destination 2030 called for an expansion of technical assistance for employers and other implementers of transportation demand strategies. This includes helping to set up Commute Trip Reduction programs and individual demand strategies like telework programs, providing training for employee transportation coordinators, assisting with transportation fairs and kiosks, and simply providing help and information wherever it's needed.

Program assistance, training and networking opportunities are available through transit agencies, counties, some cities, two Washington State Department of Transportation offices, the Washington State Ridesharing Organization, countywide Employee Transportation Coordinator networks, transportation management associations in a few localized areas, and, in King County, the Commuter Challenge organization. Approximately 75 to 90 employees in these organizations are working to assist employers and others. In general, providers in each of the four counties feel that the technical assistance needs of the region are being met.

Vanpool Expansion

Expansion of the region's vanpool program is an important goal of *Destination 2030*, which calls for a doubling of its current share of the region's travel. With a fleet of nearly 1,200 active vanpools, the central Puget Sound region maintains the largest vanpool program in the country. In 2002, the region experienced a 2.6 percent downturn in average monthly active vanpools, from a peak of 1,214 in 2001 to 1,183 in 2002. The number went up slightly in 2003 to 1,187.

With the \$4 million in biennial funding provided by the 2003 State Legislature, the region's vanpool providers are working toward their goal to at least double vanpooling over the next 10 years.

Innovation and Planning Advancements

Destination 2030 recommended that the region examine and support promising new transportation demand strategies. Following are examples of new programs that have been shown to be successful innovations:

- **Ridematching service for recreational and other events.** This is a new component of the regional ridematching system described in Chapter 3. It facilitates the formation of one-time carpools and vanpools for events such as ballgames and concerts.
- **Redmond's Transportation Improvements Program.** This program is unique for the way it funds a variety of demand strategies such as subsidies for carpool, vanpool, and transit; bike facilities; parking management; telecommuting incentives and proactive outreach and marketing of commute alternatives. The program is funded by a business tax surcharge of \$55 per employee. It funds both construction projects and transportation demand strategies.

An Advisory Committee of eight business representatives, three residential representatives and one nonvoting City Councilmember advises the City on how to spend the Transportation Improvement revenues. The Redmond business community supports this surcharge because a high priority for use of the revenue is that projects and programs must support the continued vitality of the business community while improving the community as a whole.

- **Seattle's "One-Less-Car" Challenge.** Partially funded by a federal value-pricing grant, this program is aimed at showing people that they can give up a car and still get where they want to go. It offers two different levels of participation. With Level 1, participating households give up one car or its only car for a month. Participants in Level 2 sell or donate one car or

their only cars. In each case, the household retains the use of fewer cars than licensed drivers in the household.

The incentives for Level 1 participants are free Flexcar benefits, discounts on bicycle club membership and bike safety classes, and information and mentoring opportunities to learn more about non-SOV travel options. Level 2 participants receive similar incentives but at a higher value. All participants are advised about the amount of money they can save by using one less car.

- **CTR Performance Grants.** The statewide CTR Performance Grant program (RCW 70.94.996) which was created by the Legislature in 2003 is an important new source of funds for the creation of new demand strategies. These grants encourage private employers, public agencies, nonprofit organizations, developers, and property managers to develop innovative commute trip reduction programs. In future TDS monitoring reports, it will be important to evaluate the strategies funded through this program.

New planning tools have also been developed, or are in development, to assist the region's decision-making with regard to demand strategies:

- **TDM Effectiveness Estimation Methodology (TEEM).** This analytical software was developed by WSDOT and its regional partners to estimate the effectiveness of transportation demand and land use strategies on a corridor or areawide basis. The tool will help WSDOT, jurisdictions and other TDS program implementers estimate the most effective demand strategies for specific areas. Initially, the software was developed for use in the SR-520 and I-405 corridors, but its capabilities have been broadened for use throughout the region.
- **Strategies and Tools to Implement Transportation-Efficient Development: A Reference Manual.** This document was developed at the University of Washington for WSDOT. It addresses land use and development practices that support and improve the efficiency and effectiveness of associated transportation systems. The manual, which focuses on public sector actions that can encourage the private sector to generate transportation-efficient development, is intended to provide guidance for local jurisdictions in implementing corridor plans.
- **Other Land Use and Growth Management Tools.** Puget Sound Regional Council has produced guidelines, toolkits and checklists to help jurisdictions implement land use and growth management strategies that produce greater efficiency in transportation. These documents have been provided to local jurisdictions and transit agencies to help them incorporate transportation efficiencies into future land use and transportation planning efforts. They can be found on the PSRC website at <http://psrc.org/projects/growth/index.htm>.

WSDOT and the University of Washington are currently working on a Transportation-Efficient Land Use Mapping Index to support transportation and land use planning activities that encourage the use of alternative transportation modes. WSDOT is also developing a Travel Behavior and Land Use Correlation Analysis which uses modeling to support development of TDM corridor plans. Both of these tools are scheduled to be available in mid-2005.

- **Traffic Choices Study.** Value pricing is a tool that helps to manage congestion using market-place supply and demand concepts. It assesses road-use fees that vary with the level of congestion. This provides incentives to use alternative transportation modes or to shift trips to off-peak times or less congested routes. It also encourages combining trips and even avoiding some trips. Fees are typically assessed electronically to eliminate delays associated with manual toll collection facilities. Charges can be reduced or waived for carpools and vanpools.

The Puget Sound Regional Council's Traffic Choices Study is a federally funded pilot project that will test new ways to manage congestion and fund transportation. Using advanced

technology, volunteer motorists will be charged to drive on select roadways at prices that depend on congestion and the time of day. The project will evaluate the likelihood and amount that a representative sample of drivers would be willing to pay to use a variety of roads. This will help the region develop a better understanding of both the policy and technical issues associated with road pricing.

Education and promotion

Destination 2030 calls for support of demand strategies through education, promotion and marketing. Promotions like Wheel Options and Bike-to-Work Month (Chapter 3) encourage commuters to try alternatives to driving alone. All of the region's transit agencies, several jurisdictions and many employers promote demand strategies on their websites, in print media, and through events like transportation fairs. County and statewide CTR recognition programs continue to encourage commitment among employers and employees.

WSDOT's "Relax, there's more than one way to get there" campaign, which was launched in 1999, was scaled back in 2002 and retired earlier this year. Although it was generally considered to be an effective campaign, funding was not available to sustain it. Even so, the market research that was done before the campaign was implemented provided insights that have informed other marketing efforts in the state.

Summary

The demand strategies outlined in *Destination 2030* were designed to be specific, both to provide a near-term focus and to produce realistic and achievable goals. As noted above, significant progress has been made toward meeting the goals. The next major update of the metropolitan transportation plan is scheduled for adoption in 2008. As the update progresses, the TDS goals will be revisited and updated to address the region's current needs.

As new goals are established, new strategies may be implemented and others may be dropped, depending on their efficiency. This monitoring program will remain flexible in order to accommodate potential changes in the transportation demand strategy milestones that will be used to measure the region's progress into the future.

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