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To: Dave Ramsay, City Manager

From: Thang T. Nguyen, Transportation Engineer
David Godfrey, P.E., Transportation Engineering Manager
Daryl Grigsby, Public Works Director

Date: July 5, 2007

Subject: Commute Trip Reduction and Growth and Transportation Efficiency Centers

Recommendation:
It is recommended that the Council review and comment on the attached draft plans in preparation for review by the PSRC and the Commute Trip (CTR) Reduction Board[1]. Council approval of the plans does not commit the Council to additional CTR funding as specified in the Plan, but it does send a signal that increased funding will be seriously considered in the next budget cycle.

Background:
Synopsis
In 2006, the Washington State Legislature passed the Commute Trip Reduction Efficiency Act to update the CTR law that has been in effect since 1991. This action required local jurisdictions to update their CTR ordinances and it offered the opportunity to create optional Growth and Transportation Efficiency Centers (GTEC) in regionally designated Urban Centers. A process was laid out that consists of the following basic steps:

1. Jurisdictions prepare plans for CTR and GTEC
2. Draft plans are reviewed by PSRC
3. Plans are updated based on comments from PSRC and from Council
4. Final plans are submitted to the State Commute Trip Reduction Board for approval
5. Jurisdictions enact ordinances to put the approved plans into effect.

Over the past few months a consultant, in cooperation with staff, has been developing plans for a CTR update and GTEC for Kirkland. The Plan's content follows a template that was designed by the reviewing agencies. The drafts have been reviewed by the Transportation Commission and there has been some review with large employers. We are waiting for comments from PSRC and seeking comments from Council in order to update the plan. The Commute Trip Reduction Board must receive plans by October 1.

[1] The Commute Trip Reduction (CTR) Board establishes program guidelines for the state's Commute Trip Reduction program and ensures statewide consistency among county and local ordinances. The board develops reviews and approves local and regional and state plans, allocates funding, and provides general policy guidance for the CTR program. The board consists of 15 members that are appointed by the Governor to represent Washington citizens, businesses, state agencies, transit agencies and local jurisdictions.

What will the new plan require from CTR employers?
The new CTR law requires us to make a minimum 10% decrease from 2007 levels of drive alone commuters. This decrease is to be accomplished within 5 years. Employers that have more than 100 employees reporting to a single location will be affected. There are 12 such employers in Kirkland today. The Transportation Commission approved setting the minimum goal of a 10% reduction. Their other option would be to call for a greater reduction and they did not see that as reasonable nor did the project consultant or staff. Taken as a whole, today's affected CTR employers have about 77% of their employees driving alone, so the new goal will be 70%. Our Comprehensive Plan goal is 65% drive alone trips by 2022.

An ordinance will be written that will put the plan into action by prescribing the requirements employers must follow in order to comply with the Kirkland's CTR regulations. This ordinance will be prepared after our CTR plan is approved. Previous efforts have been successful by requiring implementation of a range of simple measures such as designating an employee coordinator, making bus schedules available, requiring progress reports every two years, offering new employees information and distributing information to all employees on a regular basis. Often, employers take steps beyond these to encourage ridesharing, walking, bicycling and transit ridership. When employers don't meet their goal there are no specific punitive penalties. Rather, we work with the employer to attempt to make progress toward their goal. We expect that the same system of encouragement versus penalties will be included in the new ordinance. The plan calls for use of a wide range of tools to reduce drive alone trips. New tools that will be used to help employers reduce drive alone trips include:

- Evaluate market for a car sharing service.
- Develop a telework program to encourage employers to implement telework at their work sites.
- Work with business groups to increase management support for CTR.
- Increase networking opportunities among CTR work sites to coordinate ridesharing activities.
- Work with King County Metro to improve ridematching services to commuters.
- Continue to implement land use regulations that encourage development of high density centers to promote higher transit services and use.
- Continue to implement development regulations that encourage connection to non-motorized and multi-modal facilities.
- Work with employers to implement parking management strategies to discourage driving alone.

Growth and Transportation Efficiency Centers
A Growth and Transportation Efficiency Center or GTEC is an optional program designed to go beyond the basic CTR law and to do so in a specific geographic area that is also an Urban Center. It can "go beyond" by setting higher standards in performance or by including more employees than are affected by the basic CTR law. We are proposing to work with CTR-unaffected employers in Totem Lake which include employers in the medical clinics, Totem Lake Mall, and other office buildings in Totem Lake. These employers have expressed positive interest in participating in transit and ridesharing activities but were unaware of existing programs. Again, the ordinance will prescribe the specific requirements, but in general CTR rules will be expanded to more employees. The GTEC program will give the City the opportunity to help meet its growth goals, improve air quality and reduce traffic congestion. Commuters and residents will be given more travel options. It is expected that GTECs will be given higher priority for transportation funding from PSRC. Establishing a GTEC is optional and jurisdictions will be competing for limited GTEC seed/start-up funding. We are not obligated to pursue establishing a GTEC if we do not receive funding.

The Commute Trip Reduction Board is charged with distributing state GTEC funds and they plan to use the criteria listed below to prioritize GTEC funding:

- Potential market size (GTEC target population) and change in drive-alone rate
- Potential reduction in vehicle miles traveled (which will reduce greenhouse gas emissions)
- Level of security/certainty in local match and ratio of local match beyond 50 percent
- Likelihood of a sustainable funding plan
- Current or projected level of system delay in and near the GTEC (as measured on local and state systems)
- Integration into the jurisdiction's transportation, land use and economic development plans, policies and regulations, including proposed changes in parking policies
- Likelihood of program success/predictability

Funding

The CTR and GTEC Plans are required to include a sustainable financial plan. The financial plan describes the funding revenues from public and private sources that are reasonably expected to be available, as well as the expected costs, to implement the plan and achieve its goals and targets.

Traditionally Kirkland has not invested heavily to promote CTR programs. Using our state allocation of CTR funds[2], we have hired Metro to fulfill our obligations to monitor the performance of CTR sites in Kirkland. Additionally, on the order of $9,000 has been programmed annually to monitor our Transportation Management Plan[3] sites. If we want to be more effective with our new CTR program, funding should be increased and these funds should be leveraged.

The Transportation Commission discussed the subject of funding for CTR during their review of the plans. It is the opinion of the Commission that funding should be increased, but that very large increases in City funding are not appropriate. They felt that something on the order of $50,000 annually was a reasonable amount, but deferred to the Council for a final decision. They also stressed that any funding should be heavily leveraged. The CTR Plan estimated that it would cost about $150,000 total annually to promote a successful CTR plan to meet our new goal. This amount is possible with leveraging of even $50,000 of City funds. Other jurisdictions have been successful in obtaining federal and state grants to leverage their CTR spending. Possible sources of leveraging funds include:

- Congestion Management Air Quality Grants, CMAQ
- Surface Transportation Program Grants
- Employer Trip Reduction Performance Grants, TRPP
- Washington State Construction Mitigation Funding
- Washington State GTEC Funds

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[2] Each jurisdiction that has CTR sites receives funding through the State. The amount is determined by a formula using factors such as the County and by the number of CTR sites in the jurisdiction. The allocation formula is determined by the Commute Trip Reduction board. We expect this amount to be about $25,000 for this state fiscal year.

[3] Transportation Management Plan sites are single buildings or groups of buildings that are required to follow CTR-like requirements. A TMP can be used to condition a series of smaller employers, any one of which is not large enough to meet CTR requirements but when taken as a whole represents a sizable work force. For example, the I-405 business park in Totem Lake is conditioned with a TMP.

- Transit Agency Funds
- Local Jurisdiction Funds
- Major Employers
- King County Metro JARC Funds

Start-up/seed funding for GTEC programs is available from the state on a competitive basis. The Commute Trip Reduction board has the responsibility to allocate funds for the program. The 2007 Legislature provided $2.4 million for the GTEC program. The CTR board's draft policy is that local governments must provide a 100 percent match (1 to 1) of local funds to state funds to be eligible for GTEC funding. The definition of "local match" is flexible. For example, a GTEC could combine funds from several sources to achieve the local match, including local government funds, transit agency funds, private funds, and funds received from PSRC. Even funds spend on CIP projects to build certain non-motorized facilities may be considered. Submitting a GTEC application does not commit the City to spending funds. It is not certain that the application will be accepted and if it is accepted, the amount of GTEC funding we will receive is uncertain. If our application is accepted and funds are offered to us, we will then be able to asses our options such as matching a portion of the GTEC funds that are offered. In any case, there is no penalty for applying for the funds and WSDOT has encouraged agencies to apply, even if all the details of matching funds are not worked out.

City of Kirkland
Draft Commute Trip Reduction Plan

June 2007

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INTRODUCTION

In 1993, the City of Kirkland adopted the Commute Trip Reduction Ordinance (KMC 7.06). The purpose of this ordinance was to comply with the Commute Trip Reduction Act RCW 70.94.521 adopted by the Washington State Legislature in 1991. This law requires employers of 100 or more employees who arrive between 6 and 9 a.m. to develop and implement a program to encourage their employees to reduce vehicle miles traveled and single occupant vehicle trips.

In 2006, the Washington State Legislature passed the Commute Trip Reduction Efficiency Act which amended the requirements for local governments in those counties experiencing the greatest automobile-related air pollution and traffic congestion to develop and implement plans to reduce single-occupant vehicle trips. This plan has been prepared in accordance with these revisions to RCW 70.94.521.

The Commute Trip Reduction Plan is a collection of jurisdiction-adopted goals and policies, facility and service improvements and marketing strategies about how the jurisdiction will help make progress for reducing drive alone trips and vehicle miles traveled over the next four years. Building upon the success of the existing commute trip reduction program, the jurisdiction strives to meet the goals of the plan for the future by working in partnership and coordination with other agencies and employers.

This proposed Plan has been developed through extensive involvement by employers, transit agencies, organizations and individuals from throughout the City who helped identify strategies and ways for successful achievement of the goals. This plan helps to support the achievement of the City's vision and the goals of its comprehensive plan. Appendix D provides a review of the Comprehensive Plan policies or the absent of policies that support CTR.

Benefits of the CTR Program to City of Kirkland

Although the Commute Trip Reduction Program only applies to a few sites in the City of Kirkland, the CTR program will continue to grow and address a variety of transportation and environmental issues. Several trends are increasing the value of CTR in Kirkland, particularly as an alternative to expanding roads and parking facilities. The major transportation problems facing Kirkland is traffic congestion, inadequate mobility for non-drivers, and various economic, social and environmental costs associated with high levels of automobile travel; all problems that can be addressed by CTR. The value of CTR is further enhanced by the following trends:

- *Rising facility costs.* The cost of expanding highways and parking facilities is increasing. In many cases it is more cost effective to manage demand than to continue expanding supply. If the CTR program is successful, it will help reduce the demand on state, regional and local streets. This in turn helps to reduce the need to expand the roadway system.

- *Increased urbanization.* In Kirkland, the majority of people and jobs are located in urban areas, where traffic problem is significant and alternative modes are more cost effective.

- *Demographics*. As the population becomes older and more mature, it will become more important to increase the availability of quality travel options for non-drivers. Senior citizens will be more dependent on transit and non-motorized travel options.

- *Energy Costs*. Vehicle fuel costs have risen dramatically and are projected to increase in the future due to depletion of oil supplies and environmental constraints. Rising costs have increased the demand for non-drive alone travel alternatives. The vanpool market, in particular, has exceeded demand and there are currently waiting lists for available vanpools.

- *Consumer preferences and market trends*. CTR is addressing current consumer preferences in which more consumers want to live in more multi-modal communities where it is possible to walk and bicycle safely, use neighborhood services, and have access to quality public transportation.

- *Environmental concerns*. CTR helps to address concerns over air pollution, sprawl and other environmental impacts by reducing the demand for automobiles. Automobiles comprise 55% of air pollutants. For each car that is taken off the road, there is a significant benefit to the environment.

In summary, the CTR program is a cost-effective program that addresses a number of issues in the City of Kirkland. Although CTR has been applied to only a few work sites, the program will continue to grow and expand as solutions are needed to address complex transportation and environmental issues.

I. BASELINE ASSESSMENT

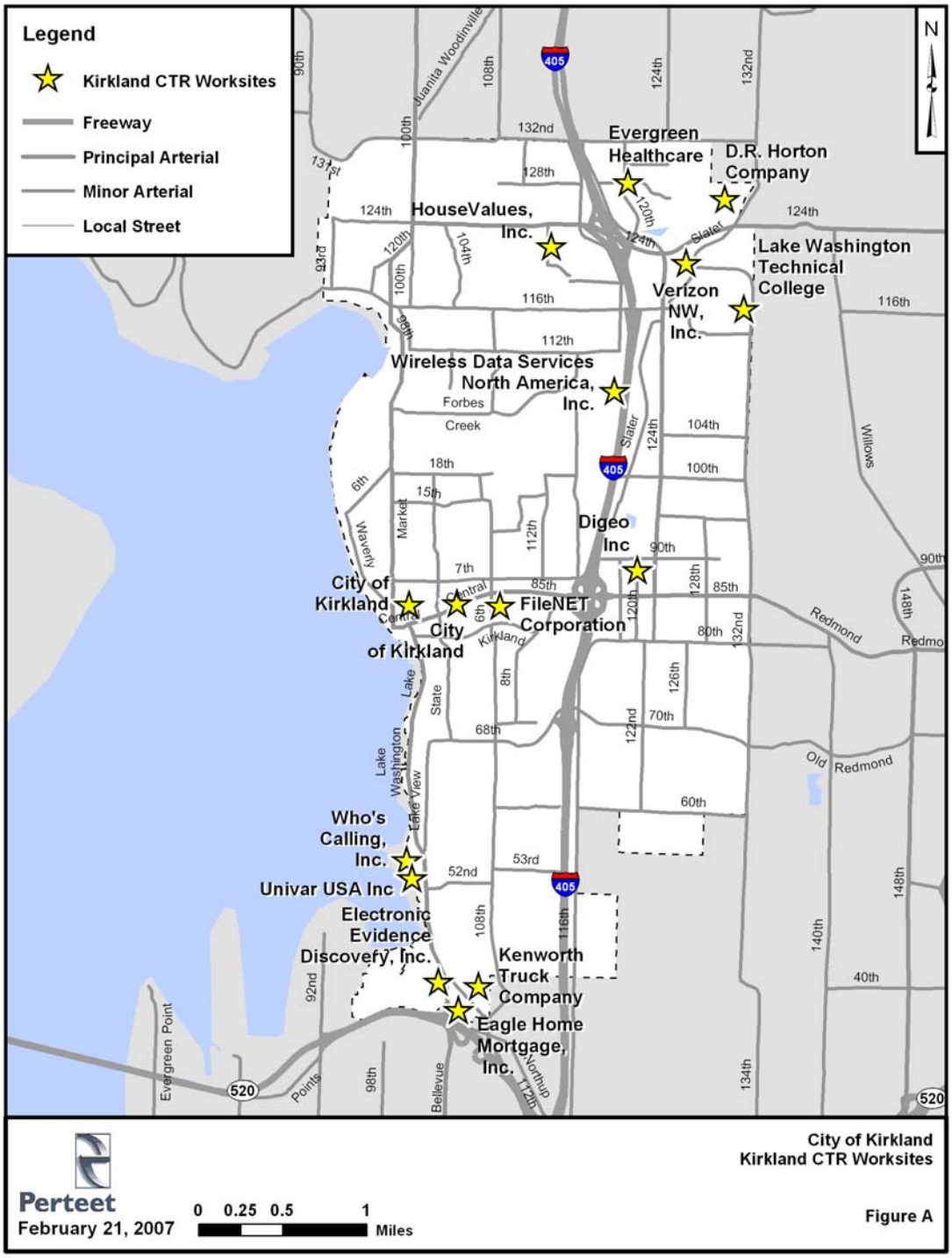
Affected CTR Work Sites

Under the CTR ordinance, there are twelve active affected worksites in the City of Kirkland. Two other worksites will be active in the future. To be a CTR- affected work site, the work site must contain 100 or more employees who arrive at the work site between 6 a.m. and 9 a.m. The CTR-affected worksites in Kirkland include the following sites:

Active Work Sites	Address
Kirkland City Hall	123 5th Avenue
FileNet an IBM Company	720 4th Avenue
Digeo Broadband Inc.	8815 122nd Avenue NE
Who's Calling Inc.	5000 Carillon Point
Eagle Home Mortgage	10510 Northup Way
Kenworth Truck Company	10630 NE 36th Place
DR Horton	12931 NE 126th Place
Evergreen Health Hospital/Medical Center	12040 NE 128th Street
House Values Inc.	11332 NE 122nd Way
Lake Washington Technical College	10605 132nd Avenue NE
Wireless Data Services North America Inc.	10809 120th Avenue NE
Electronic Evidence Discovery	3933 Lake Washington Blvd.

The map on the next page shows the locations of the CTR worksites. A site profile has been prepared for each CTR-affected work site. The site profile describes the existing conditions such as the availability of transit and non-motorized facilities, transit routes, parking, and available CTR program elements.

Appendix A provides the City zoning map with locations of the CTR sites. Appendix B provides maps showing the CTR site locations in relation to transit facilities, transit routes, route frequency and active CTR sites and their transit use. Appendix C shows the non-motorized network.


Legend
Kirkland CTR Worksites
Freeway
Principal Arterial
Minor Arterial
Local Street
N
Evergreen Healthcare
D.R. Horton Company
HouseValues, Inc.
Lake Washington Technical College
Verizon NW, Inc.
Wireless Data Services North America, Inc.
Digeo Inc
City of Kirkland
City of Kirkland
FileNET Corporation
Who's Calling, Inc.
Univar USA Inc
Electronic Evidence Discovery, Inc.
Kenworth Truck Company
Eagle Home Mortgage, Inc.
Perteet
February 21, 2007
0 0.25 0.5 1 Miles
City of Kirkland
Kirkland CTR Worksites
Figure A

Major Issues Regarding Land Use and Transportation Conditions Around CTR Work Sites

City of Kirkland – 123 5th Avenue

Existing and planned land use conditions:	The city offices are located in the Downtown Activity Area, north of the Central Business District, in a High Density Residential zone. The City plans for further growth to occur within the Central Business District.
Existing and planned transportation facilities:	This worksite is located at the intersection of 5th Avenue and 1st Street, northeast of Lake Washington. The adjacent streets have sidewalks and on-street parking. There are no dedicated bike lanes. The city plans to add or improve signalization within the Downtown Area. No other major roadway improvements are planned for this area.
Existing and planned transit services and facilities:	Metro Transit and Sound Transit bus routes serve the downtown area, including local service throughout Kirkland, Redmond, and Bellevue; and commuter service to Seattle, Redmond, Bothell, and Everett. The Kirkland Transit Center is within two blocks of this site. Metro plans to provide two new frequent-service core routes, to expand the hours of service on existing routes, and to increase the frequency of service near this worksite.
Existing parking conditions:	The worksite contains free parking to employees and visitors. Free on-street parking is also available.
Existing CTR Program	City of Kirkland provides flexpasses to employees, alternative work schedules, bicycle and shower facilities and subsidies for carpooling, vanpooling, bicycling and walking. The City offers a monetary incentive for participating in non-drive alone modes and a telework program to its employees.

City of Kirkland

Parking lot

Street parking

Street parking on 5th Avenue

City of Kirkland	City of Kirkland
ID Number:	E80739
Total Number of Employees:	290
Affected CTR Employees:	111
2011 Drive Alone Goal:	67%
2011 VMT/Employee Goal:	9 Miles/day
Services Available:	Metro Transit and Sound Transit
Bus Routes:	MT 230, 234, 236, 238, , 245, 251, 254, 255; ST 540
Parking:	Parking is free and there are some capacity constraints for on-site parking; employees are allowed to use on-street parking spaces.
Recommended CTR Strategies:	Increase subsidies for carpooling and vanpooling; Reduce parking capacity for employees.

FileNet / an IBM Company – 720 4th Avenue

Existing and planned land use conditions:	This business is located in the Everest Industrial High Tech Area, east of the Central Business District. The area is zoned Office.
Existing and planned transportation facilities:	This worksite is located on 4th Ave NE just east of 6th Street, a minor arterial. The worksite has sidewalks along the street frontages, and connections to the Downtown Activity Center. There are no marked bicycle lanes. The roadway improvements planned near this worksite include adding a traffic signal at the intersection of Kirkland Way and 6th Street, including controlled pedestrian crosswalks.
Existing and planned transit services and facilities:	There are eight Metro Transit and one Sound Transit bus routes that serve the worksite area, with local service throughout Kirkland and commuter service to University District, downtown Seattle, Redmond, Bothell and Bellevue. There is a transit center to the west. King County Metro plans to provide two new frequent-service core routes, to expand the hours of service on existing routes, and to increase the frequency of service near this worksite.
Existing parking conditions:	The worksite contains free parking to employees and visitors. There are no on-street parking adjacent to the site and time-limited on-street parking is within one block of this site.
Existing CTR program	Employer offers flexpass to its employees.

FileNet, an IBM Company

Building

Parking lot

Parking garage

6th Street with building on the right side

City of Kirkland	FileNet an IBM Company
ID Number:	E86660
Total Number of Employees:	140
Affected CTR Employees:	92
2011 Drive Alone Goal:	74%
2011 VMT/Employee Goal:	8 Miles/day
Services Available:	Bus
Bus Routes:	MT 230, 234, 236, 238, 245, 255, 277, ST 540
Parking:	Free; capacity is constrained
Recommended CTR Strategies:	Offer subsidies for carpooling and vanpooling; implement telework for selected employees.

Digeo Broadband, Inc. – 8815 122nd Avenue NE

Existing and planned land use conditions:	This business is located in the Rose Hill Business District, east of I-405. The area is zoned Commercial. The vision in the 85th Street Subarea Plan includes a more compact land use pattern, with less of "strip" development feel and better pedestrian mobility. Policies in the Plan aim to create a mixed-use development, with retail on the ground floor and office or residential in the upper floors.
Existing and planned transportation facilities:	This worksite is located on 122nd Ave NE just north of NE 85th Street and west of 124th Ave NE, two major arterials. It has easy automobile access to I-405. The worksite has sidewalks along the street frontages but no marked bicycle lanes. The roadway improvements planned near this worksite include expanding the intersection of NE 85th Street and 124th Ave NE, expanding the intersection at NE 85th Street and 120th Ave NE, and adding a queue bypass from NE 85th Street to I-405 heading northbound. Signal coordination and ITS implementations are planned for the 85th Street corridor as well as driveway consolidations.
Existing and planned transit services and facilities:	There are four Metro Transit, one Community Transit and one Sound Transit bus routes that serve the worksite area, with local service throughout Kirkland and commuter service to University District, downtown Seattle, Lynnwood and Redmond.
Existing parking conditions:	The worksite has free parking on-site with preferred parking for carpool and vanpool. There is no on-street parking near the site. There are covered bicycle racks.
Existing CTR program	Digeo participates in the transportation management program (TMP) that is offered by the property management. Program includes a $25/month subsidy for non-drive alone uses.

Digeo Broadband, Inc.

Building

Bicycle storage

Parking lot

Carpool parking

City of Kirkland	Digeo Broadband, Inc.
ID Number:	E85583
Total Number of Employees:	167
Affected CTR Employees:	59
2011 Drive Alone Goal:	58%
2011 VMT/Employee Goal:	9 Miles/day
Services Available:	Bus
Bus Routes:	MT 230, 238, 254, 277, ST 540, CT 441
Parking:	Free; no capacity constraints
Recommended CTR Strategies:	Supplement existing subsidies from property manager to encourage more carpooling and vanpooling; implement telework program.

Who's Calling, Inc. – 5000 Carrillon Point

Existing and planned land use conditions:	This business is located in the south end office area in the Carillon Business District. The area is zoned Commercial.
Existing and planned transportation facilities:	This worksite is located on Carillon Point along Lake Washington Blvd, a major north-south arterial connecting to SR-520. The worksite has sidewalks along the street frontages but no marked bicycle lanes.
Existing and planned transit services and facilities:	There is one bus route that serves this worksite by Metro Transit, with service to Kirkland, Bellevue and Redmond.
Existing parking conditions:	The worksite contains pay parking for employees and visitors. There is no on-street parking within walking distance of the site.
Existing CTR program:	Employer provides a $72 monthly subsidy for transit and offers a reduced parking rate for carpoolers.

Who's Calling, Inc.

Sidewalk and crosswalk

City of Kirkland	Who's Calling, Inc.
ID Number:	E89854
Total Number of Employees:	180
Affected CTR Employees:	105
2011 Drive Alone Goal:	68%
2011 VMT/Employee Goal:	10 Miles/day
Services Available:	Bus
Bus Routes:	MT 230
Parking:	Pay; no capacity constraints
Recommended CTR Strategies:	Offer subsidies for carpooling and vanpooling; implement telework and parking cashout program for employees.

Eagle Home Mortgage – 10510 Northup Way

Existing and planned land use conditions:	This business is located in the south end office area in the Yarrow Bay Business District. The area is zoned Office.
Existing and planned transportation facilities:	This worksite is located on Northup Way just east of Lake Washington Blvd, a major north-south arterial into Kirkland. It is located north of SR-520 and has easy access to SR 520. The roadway improvements planned near this worksite include expanding the intersection at Lake Washington Blvd and NE 38th Pl, and adding a queue bypass onto SR 520 from Lake Washington Blvd. The worksite has sidewalks along the street frontages and no marked bicycle lanes.
Existing and planned transit services and facilities:	There are five bus routes that serve this worksite by Metro Transit and there is a park-and-ride within walking distance of the worksite with additional local and commuter service to Redmond, Bellevue, Kenmore, Downtown Seattle, and the University District.
Existing parking conditions:	The worksite contains free parking to employees and visitors but no on-street parking.
Existing CTR program:	Employer promotes carpooling by offering priority spaces for carpoolers. They also offer guaranteed ride home for their employees.

Eagle Home Mortgage

Building

Bus stop across street from building

Parking garage

Northup Way looking west

City of Kirkland	Eagle Home Mortgage
ID Number:	E89417
Total Number of Employees:	134
Affected CTR Employees:	86
2011 Drive Alone Goal:	76%
2011 VMT/Employee Goal:	10 Miles/day
Services Available:	Bus
Bus Routes:	MT 220, 234, 230, 243, 255, 256
Parking:	Free; no capacity constraints
Recommended CTR Strategies:	Offer subsidies for carpooling and vanpooling; implement telework program for selected employees; provide Flexpass to employees.

Kenworth Truck Company – 10630 NE 36th Place

Existing and planned land use conditions:	This business is located in the south end office area in the Yarrow Bay Business District. The area is zoned Office.
Existing and planned transportation facilities:	This worksite is located on Northup Way just east of Lake Washington Blvd, a major arterial. It has easy access to SR 520. The roadway improvements planned near this worksite include expanding the intersection at Lake Washington Blvd and NE 38th Pl, and adding a queue bypass onto SR 520 from Lake Washington Blvd. The worksite has sidewalks along the street frontages and marked bicycle lanes.
Existing and planned transit services and facilities:	There are five bus routes that serve this worksite by Metro Transit and there is a park-and-ride within walking distance of the worksite with additional local and commuter service to Redmond, Bellevue, Kenmore, Downtown Seattle, and the University District.
Existing parking conditions:	The worksite contains free parking to employees and visitors but there are no on-street parking within walking distance of the site.
Existing CTR program:	Employer offers Flexpass to their employees and charges $7/month for covered parking. Employer also has a registered carpooler program and a company provided van for business related trips.

Kenworth Truck Company

Building entrance

Parking lot

Parking lot

Park and Ride

City of Kirkland	Kenworth Truck Company
ID Number:	E80069
Total Number of Employees:	404
Affected CTR Employees:	293
2011 Drive Alone Goal:	68%
2011 VMT/Employee Goal:	10 Miles/day
Services Available:	Bus
Bus Routes:	MT 220, 234, 230, 243, 255, 256
Parking:	Free; no capacity constraints
Recommended CTR Strategies:	Increase subsidies that are offered to employees to increase vanpooling and carpooling; implement telework program.

DR Horton – 12931 NE 126th Place

Existing and planned land use conditions:	This business is located in the north end of the City in the Totem Lake Urban Center. The area is zoned Industrial. The City expects a large portion of the future growth in the City to occur within the Totem Lake Urban Center. This will include higher densities and higher intensity land use directly around Totem Lake Mall, and compact land use patterns to support nonmotorized use and mass transit. A mix of medical, retail, office and housing uses is anticipated.
Existing and planned transportation facilities:	This worksite is located on NE 126th Place just north of Slater Way, a minor arterial. It has access to NE 124th Street, a major arterial. The worksite has sidewalks along the street frontages to facilitate pedestrian connections; however, pedestrian use is limited by the BNSF tracks to the south. There are marked bicycle lanes on either side of the street. The roadway improvements planned near this worksite include improving the intersection of NE 126th Street and 132nd Pl NE.
Existing and planned transit services and facilities:	There is one bus route that serves this worksite by Metro Transit, with commuter service to Redmond.
Existing parking conditions:	The worksite contains free parking to employees and visitors but no on-street parking.
Existing CTR program:	Employer offers a carpool incentive of $50/carpooler per month.

DR Horton 12931 NE 126th Place (newly affected CTR work site)

Building entrance

Pedestrian trail on 126tn Place

132nd Street

128th Lane looking south

City of Kirkland	DR Horton
ID Number:	TBD
Total Number of Employees:	TBD
Affected CTR Employees:	TBD
2011 Drive Alone Goal:	TBD
2011 VMT/Employee Goal:	TBD
Services Available:	Bus
Bus Routes:	MT 291
Parking:	Free; no capacity constraints
Recommended CTR Strategies:	Increase subsidies for carpooling and vanpooling; implement telework program for selected employees.

Evergreen Health Care – 12040 NE 128th Street

Existing and planned land use conditions:	This business is located in the north end of the City in the Totem Lake Urban Center. The area is zoned Institutional. The City expects a large portion of the future growth in the City to occur within the Totem Lake Urban Center. This will include higher densities and higher intensity land use directly around Totem Lake Mall, and compact land use patterns to support nonmotorized use and mass transit. A mix of medical, retail, office and housing uses is anticipated.
Existing and planned transportation facilities:	This worksite is located on NE 128th Street east of Totem Lake Blvd, a major arterial. It has access to I-405. The worksite has some sidewalks along the street frontages. There are no marked bicycle lanes. The roadway improvements planned near this worksite include widening 120th Ave NE from three to five lanes, extending NE 130th Street between Totem Lake Blvd and 120th Ave NE, and installing traffic calming devices and pedestrian improvements on 120th Ave NE.
Existing and planned transit services and facilities:	There are seven bus routes that serve this worksite by Metro Transit, with local service to Kirkland and Bellevue and additional commuter service to Seattle, Redmond, Woodinville and Bothell.
Existing parking conditions:	The worksite contains free parking to employees and visitors. There is no on-street parking near to work site.
Existing CTR program:	Employer offers Flexpasses to employees and promotes non-drive alone alternatives on a regular basis. They also provide priority parking spaces for carpoolers.

Evergreen Health Care

Carpool parking

Parking garage

City of Kirkland	Evergreen Health Care
ID Number:	E80101
Total Number of Employees:	2688
Affected CTR Employees:	750
2011 Drive Alone Goal:	70%
2011 VMT/Employee Goal:	9 Miles/day
Services Available:	Bus
Bus Routes:	MT 230, 236, 238, 252, 255, 291, 935
Parking:	Free; no capacity constraints
Recommended CTR Strategies:	Offer subsidies for carpooling and vanpooling; implement telework program for selected employees.

House Values, Inc. – 11332 NE 122nd Way

Existing and planned land use conditions:	This business is located in the Totem Lake Urban Center. The area is zoned Office. The City expects a large portion of the future growth in the City to occur within the Totem Lake Urban Center. This will include higher densities and higher intensity land use directly around Totem Lake Mall, and compact land use patterns to support nonmotorized use and mass transit. Mixes of medical, retail, office and housing uses are anticipated.
Existing and planned transportation facilities:	This worksite is located on NE 122nd Way just south of NE 124th Street, a major arterial. It has easy access to I-405. The worksite has sidewalks along the street frontages and no marked bicycle lanes. The roadway improvements planned near this worksite include adding a queue bypass onto southbound I-405 from NE 124th Street and expanding the intersection of NE 124th Street and 116th Ave NE.
Existing and planned transit services and facilities:	There are two bus routes that serve this worksite by Metro Transit, with service to downtown Seattle, Bellevue and Kenmore.
Existing parking conditions:	The worksite contains free parking to employees and visitors. On street parking is available.
Existing CTR program:	Employer offers a subsidy to employees who participate in non-drive alone modes.

House Values, Inc.

Entrance

Parking lot behind building

Street parking on 122nd Way

City of Kirkland	House Values, Inc.
ID Number:	E80336
Total Number of Employees:	460
Affected CTR Employees:	304
2011 Drive Alone Goal:	75%
2011 VMT/Employee Goal:	11 Miles/day
Services Available:	Bus
Bus Routes:	MT 255, 935
Parking:	Free; no capacity constraints
Recommended CTR Strategies:	Offer flexpasses to employees and implement telework program for selected employees.

Lake Washington Technical College – 10605 132nd Avenue NE

Existing and planned land use conditions:	This business is located just east of the Totem Lake Urban Center. The area is zoned Institutional. The City expects a large portion of the future growth in the City to occur within the Totem Lake Urban Center. This will include higher densities and higher intensity land use directly around Totem Lake Mall, and compact land use patterns to support nonmotorized use and mass transit. Mixes of medical, retail, office and housing uses are anticipated.
Existing and planned transportation facilities:	This worksite is located on 132nd Ave NE, a minor arterial. The worksite has sidewalks along the street frontages, and no marked bicycle lanes.
Existing and planned transit services and facilities:	There is one bus route that serves this worksite by Metro Transit, with service between Bothell and Kirkland.
Existing parking conditions:	The worksite contains free parking to employees and visitors. On street parking is limited.
Existing CTR program:	Employer offers subsidies to staff and students for participating in non-drive alone modes.

Lake Washington Technical College

School entrance

Carpool parking

Bus stop at east entrance

City of Kirkland	Lake Washington Technical College
ID Number:	E86595
Total Number of Employees:	621
Affected CTR Employees:	125
2011 Drive Alone Goal:	77%
2011 VMT/Employee Goal:	10 Miles/day
Services Available:	Bus
Bus Routes:	MT 238
Parking:	Free; no capacity constraints
Recommended CTR Strategies:	Increase subsidies for carpooling and vanpooling; offer flexpasses to employees; implement telework program to selected employees.

Wireless Data Services North America, Inc. – 10809 120th Avenue NE

Existing and planned land use conditions:	This business is located at the south end of the Totem Lake Urban Center. The area is zoned Office. The City expects a large portion of the future growth in the City to occur within the Totem Lake Urban Center. This will include higher densities and higher intensity land use directly around Totem Lake Mall, and compact land use patterns to support nonmotorized use and mass transit. Mixes of medical, retail, office and housing uses are anticipated.
Existing and planned transportation facilities:	This worksite is located on 120th Ave NE, which is a minor arterial north of NE 112th Street. It has access to I-405. There are sidewalks to the north of the worksite, but pedestrian connections to those sidewalks are not defined. There are no marked bicycles lanes.
Existing and planned transit services and facilities:	There are two bus routes that are within a quarter mile from this worksite served by Metro Transit, with local service to Bothell and Woodinville and commuter service to Seattle.
Existing parking conditions:	The worksite contains free parking to employees and visitors. On street parking is available.
Existing CTR program:	Employer offers flexpasses to its employees.

Wireless Data Services North America, Inc.

Building

Parking north of building

Parking south of building

End of sidewalk

City of Kirkland	Wireless Data Services North America, Inc.
ID Number:	E80353
Total Number of Employees:	255
Affected CTR Employees:	126
2011 Drive Alone Goal:	59%
2011 VMT/Employee Goal:	10 Miles/day
Services Available:	Bus
Bus Routes:	MT 236, 260
Parking:	Free; capacity is constrained.
Recommended CTR Strategies:	Implement parking management program; implement telework program to selected employees.

Electronic Evidence Discovery Inc. 3933 Lake Washington Blvd.

Existing and planned land use conditions:	This business is located in the south end office area in the Yarrow Bay Business District. The area is zoned Office.
Existing and planned transportation facilities:	This worksite is located on Lake Washington Blvd, a major arterial. It has easy access to SR 520. The roadway improvements planned near this worksite include expanding the intersection at Lake Washington Blvd and NE 38th Pl, and adding a queue bypass onto SR 520 from Lake Washington Blvd. The worksite has sidewalks along the street frontages and no marked bicycle lanes.
Existing and planned transit services and facilities:	There are five bus routes that serve this worksite by Metro Transit and there is a park-and-ride near the worksite with additional local and commuter service to Redmond, Bellevue, Kenmore, Downtown Seattle, and the University District.
Existing parking conditions:	The worksite contains free parking to employees and visitors. On-street parking is available.
Existing CTR program:	Employer offers flexpasses to employees.

Electronic Evidence Discovery 3933 Lake Washington Blvd.

Work site is located at the Plaza at Yarrow Bay

City of Kirkland	Electronic Evidence Discovery
ID Number:	E80311
Total Number of Employees:	177
Affected CTR Employees:	137
2011 Drive Alone Goal:	66%
2011 VMT/Employee Goal:	10.2 Miles/day
Services Available:	Bus
Bus Routes:	MT 230
Parking:	Free; some capacity constraints
Recommended CTR Strategies:	Continue to offer flexpasses and offer subsidies for carpooling and vanpooling; implement telework program.

Summary of Existing CTR Programs in the City of Kirkland

Overall, the City's CTR program has received strong participation from its affected work sites. Many of them offer subsidies and transit passes to their employees and have supporting transit services, bicycle and pedestrian facilities.

- Six out of the eleven sites offer either a Flexpass program or monthly subsidy for transit.
- The majority of work sites do not charge for parking. Only two sites charge their employees for parking.
- Eleven out of the twelve work sites have access to transit (transit stop is within a quarter mile from the work site).
- Eleven out of the twelve work sites have sidewalks that connect to their work site.

Supporting Comprehensive Plan Policies

As part of the CTR planning process, the City reviewed its current Comprehensive Plan to identify policies that support the CTR program. The most current version of the City of Kirkland Comprehensive Plan was adopted in December 2004.

Key goals and policies that support CTR include the City's vision for the Downtown Activity Center and Totem Lake Subarea, including a mixed-use center that is supportive of transit, pedestrian and bicycle use.

The City's policies also support pedestrian-oriented streetscape environment for residential and commercial activity. It also encouraged mixed-use development patterns that provide a variety of commercial and residential opportunities, including both multi-family and small lot single-family residences.

Other Transportation Plan policies include producing design standards for a safe, usable non-motorized transportation network throughout the City, effective public transit, and a well-developed pedestrian and bicycle network.

Appendix E includes an analysis of the comprehensive plan goals and policies that support CTR. The CTR Planning Guide included a list of goals and policies that CTR-affected jurisdictions should incorporate into their comprehensive plans. The analysis shows that there are a number of goals and policies that are not yet incorporated in the Kirkland Comprehensive Plan. During the next update cycle, the appropriate steps could be taken to create a stronger basis for the City's CTR program.

Supporting Transportation Policies, Plans and Projects

The City is currently performing a number of actions to encourage transit and non-motorized transportation. These actions include the following:

Ordinances are being developed to encourage density and non-motorized mobility. The City is in the process of revising the zoning code to require bike racks for commercial developments and requiring pedestrian connections from commercial buildings to public walkways and access to adjacent properties. The subdivision Ordinance KMC 22.28.170 stresses the same requirements for residential developments.

The Kirkland Zoning Code requires various elements that support CTR. The design guidelines require multi-modal connection and transit oriented development features. In the downtown area, mixed use developments are encouraged by requiring ground floors to be commercial retail. Parking requirements for downtown Kirkland is less than elsewhere in the City to encourage multi-modal.

The City has adopted the following plans that support non-motorized transportation:

- The Complete Street Program which strives to connect bike lanes and sidewalks throughout the City.
- Non-Motorized Transportation Plan that includes bike facilities and pedestrian facilities.
- Crosswalk Upgrade Program
- Annual Sidewalk Maintenance Program
- School Walk Route Program

The following projects are planned and funded to be constructed near existing CTR-affected worksites:

- A new traffic signal, including controlled pedestrian crosswalk at Kirkland Avenue and 6th Street Project Number TR 0065, scheduled for completion in 2009. Total cost: $400,000

- Traffic calming and pedestrian amenities on 120th Avenue NE from Totem Lake Boulevard to NE 128th Street. The project includes installation of various traffic calming measures, parking, pedestrian and landscape improvements. Project number ST 0070, scheduled to begin design in 2007. Total cost: $500,000

- Installing sidewalks on NE 112th Street from NE 87th Street to NE 90th Street. Project number NM 0049, scheduled for completion in 2011. Total cost: $200,000.

The following projects are planned but not funded for construction near existing CTR-affected worksites:

- There are plans by King County to convert a Burlington Northern Santa Fe railroad line into a multi-purpose trail, which would provide additional choice for commuters.
- Queue bypasses lanes are planned for the following interchanges:
    - From 85th Street onto I-405,
    - From Lake Washington Boulevard onto SR 520,
    - From 124th to I-405, and
    - From 116th to I-405

- A transit center is planned in the Totem Lake Transit Center.

In addition to these projects, roadway improvements are also planned that include installation of non-motorized facilities.

The City's is in the process of developing a strategic program to provide more funding for non-motorized transportation improvements. Furthermore, the City is studying alternatives to incorporate a multi-modal aspect into its traffic concurrency process.

Supporting Transit Plans and Projects

King County Metro and Sound Transit provide service to the City of Kirkland. King County has a six-year transit development plan that outlines goals and policies for improving transit in King County. There are a number of service enhancements that are being planned which will support CTR-affected work sites. Improvements to transit services and facilities include the following:

- King County Metro and the City are working to implement a new transit center in Totem Lake.
- Transit services in the Totem Lake neighborhood will be revised to connect transit routes to the new transit center.
- Partnership with King County Metro and other jurisdiction in the Transit Now program to increase transit services in Kirkland and other cities.
- Increase frequencies on Sound Transit Route 545.

• II. and III. BASELINE AND GOALS FOR 2011

The goal of the CTR program is to reduce drive alone vehicle use and vehicle miles traveled among employees who work in CTR-affected worksites by 10% and 13% respectively. The targets are based on the most recent CTR work site drive alone and vehicle miles traveled rates.

The target was established by taking the most recent SOV rate and multiplying the rate by 10%. This number was then subtracted from the most recent SOV rate and the result established the target for 2011.

Example:

2005 SOV Rate (78% * .10) = 7.8%
Target Rate = 2005 SOV Rate (78%) – (7.8%) = 70%

Area of Jurisdiction	2005 SOV Rate	Goal	2011 SOV Target Rate	2005 VMT	Goal	2011 Target VMT
City of Kirkland (overall)	77.8%	10%	70%	14.0	13%	12.2

Employer	2005 SOV Rate	Goal	2011 SOV Target Rate	2005 VMT	Goal	2011 Target VMT
Kirkland City Hall	74%	10%	67%	9.8	13%	9
Digeo Broadband Inc	64%	10%	58%	10	13%	9
Eagle Home Mortgage	84%	10%	76%	12	13%	10
Evergreen Health Care	78%	10%	70%	10.6	13%	9
FileNet Corporation	82%	10%	74%	9.6	13%	8
House Values Inc	83%	10%	75%	12.4	13%	11
Kenworth Truck Company	76%	10%	68%	11.6	13%	10
Lake Washington Technical College	85%	10%	77%	11.6	13%	10
Who's Calling Inc	76%	10%	68%	12	13%	10
Wireless Data Services North America Inc	65%	10%	59%	11.4	13%	10
DR Horton	N/A	10%	TBD	N/A	13%	TBD
Electronic Evidence Discovery	66%	10%	59%	10.2	13%	9

In addition to the CTR goals and targets, the City has established a mode split target in its Comprehensive Plan. The mode split goal for 2022 is 65% for drive alone vehicles and 35% for non-drive alone vehicles.

IV. STRATEGIES FOR ACHIEVING GOALS AND TARGETS

Potential Actions for the City to Eliminate Barriers

The following potential actions have been identified as strategies that will help the City of Kirkland achieve its 2011 goal:

- Transit:

  Transit ridership among CTR-affected work sites is low, the City will continue to work with Metro Transit to increase transit ridership at CTR-affected work sites by increasing awareness of transit services and working with employers to offer transit subsidies.

  Sound Transit has plans to increase the frequency of Route 545. King County Metro plans to test the feasibility of adding wi-fi technology on buses. These service enhancements may help increase transit ridership.

  The City has plan to partner with King County Metro and other agencies on the Transit Now program to increase bus service in Kirkland. The increase service may help accommodate the needs of those employees that are not able to ride the bus because of work schedules.

- Parking:

  To increase the percentage of commuters using transit, vanpool, carpool and non-motorized forms of transportation, the City will work with CTR employers to implement a parking fee program. Parking fees should be charged to drive alone vehicles and discounts should be applied to non-drive alone vehicles. Other parking management techniques that can be used include giving priority spaces to carpools and vanpools and offering parking cashout to employees to choose not to drive alone.

  In addition to working with its CTR-affected work sites, the City will explore updating its Comprehensive Plan with policies that support parking pricing and parking management at CTR work sites.

- Local Networking Opportunities:

  To increase opportunities for ridesharing and creating partnerships between employers, the City will create local networking opportunities for affected employers. Local networking with other CTR-affected employers will offer opportunities to discuss CTR and transportation issues, conduct joint promotions, and offer coordinated programs that can benefit their employees.

- Land Use

  The City will implement its current land use policies that encourage the development of Centers. Employers will be encouraged to locate in the Centers where higher levels of services, such as transit, non-motorized and TDM programs are offered. Higher densities will be allowed which will help increase transit and ridesharing activities.

  The City will implement development regulations that encourage connection to non-motorized and multi-modal facilities.

- Employer Assistance

  To help CTR-affected work sites achieve their goals, the City and Metro Transit will continue to provide assistance to employers with implementing their programs. Metro Transit will help promote CTR programs at work sites through transit fairs and preparing public information materials.

- Management Support and ETC training

  The City will work with major employers and business organizations to increase support for CTR programs. It will also develop guidelines for Employee Transportation Coordinators and provide training to help them implement their programs.

- Subsidies

  The City will work with CTR-affected work sites to provide subsidies, i.e. Flexpass and vanpool incentives, to encourage commuters to shift to non drive alone modes of travel.

- Construction Mitigation

  WSDOT and the City are currently preparing for upcoming construction projects on major highways and arterials. These projects are expected to cause traffic delays for motorists. To help reduce the traffic impacts that will be caused by construction activities, the City will work with WSDOT, Metro Transit and employers to develop programs that will help reduce drive alone trips on facilities that are impacted by construction. These programs will help ease traffic congestion and further increase awareness of alternative travel options for commuters.

Recommended Strategies to Achieve Goals

Based on the potential actions that were identified, the following strategies are planned that will help the City make progress towards its 2011 goal. These strategies will be performed in coordination with other King County cities, King County Metro Transit, and other partners. The strategies listed below have been selected because of the following reasons:

- Strategy has received support from affected employers.
- Past experience has shown that the strategy is effective in reducing drive alone trips.
- Strategy is able to be implemented by the City during the next four years.
- Strategy is cost effective.

Strategy	Description
Policies and Regulations	
Employer Notification and Enforcement	This program would improve the system of requiring new CTR affected employers and existing CTR affected employers to notify their jurisdiction about program changes. The City will use its business licensing program to help identify new employers.
ETC Training and Guidelines	Employer Transportation Coordinators (ETCs) are essential for a successful CTR program. Their job duties should include coordination of annual fairs, conducting promotions, distributing information, notifying the jurisdiction about program changes, and reporting employee numbers. Guidelines and training should be provided to ETCs to assist them with their duties. Employers should provide them with the necessary resources (time and funding) to be successful.
Review Parking Policies	The City will review the development code for parking requirements that discourage single-occupancy vehicle use. The City will consider establishing parking maximums for new development and look to reduce parking supply to encourage alternative travel modes.
Amend Comprehensive Plan to include language about the CTR Efficiency Act	The City should review its Comprehensive Plan and add new policies to correspond with its CTR plan, if necessary.

Strategy	Description
Services and Facilities	
Transit Services	King County Metro Transit will continue to provide transit services to CTR work sites, where service is currently available. King County Metro Transit will make service enhancements based on its updated Six-Year Transit Development Plan. Increase transit service through King County's Trans Now partnership program.
Vanpool Services	King County Metro Transit will target adding 5 new vans city-wide in 2008.
Carpool Services	The City and King County Metro Transit will continue to encourage carpooling and use of www.rideshareonline.com or Pierce Transit staff to assist in carpool matching services.
Bicycling and Walking Amenities	King County Metro Transit will work with major employers to encourage the provision of amenities such as bike lockers, access to shower facilities and changing facilities to increase usage of non-motorized transportation.
Telework Program	The City will work with King County Metro Transit to create a telework education program that would educate employers on how to implement telework at their work site, if applicable. The program includes education on human resource policies and information technology assistance to allow employees to work from home.
Car Sharing Service	The City will evaluate the market for a car sharing service, such as Flexcar, near CTR sites.
Alternative and Flexible Schedules	The City will work with employers to encourage them to offer alternative and flexible work schedules for their employees, including compressed work weeks.
Transit & Non-motorized Coordinator Staff	A City staff person to manage and promote transit and non-motorized programs within the City and oversees the CTR plans.
Employer Assistance	The City will coordinate with King County Metro Transit to provide assistance to affected employers to help them meet the requirements of the CTR Efficiency ACT and implement their programs.

Strategy	Description
Marketing and Incentives	
Management Support	The City and King County Metro Transit will work with CTR worksite managers and owners to educate them about the benefits of CTR to their organizations.
Subsidies	The City will encourage employers to offer subsidy programs to persuade employees to shift to non-drive alone commute modes. Examples include six-months of free vanpool participation, transit pass subsidies, and a one-time payment or gift card for starting a carpool.
Parking Management	Employers are encouraged to charge employees for parking or allow their employees to receive cash for their parking spot if they choose to not use their parking space, which could be used toward transit costs or vanpool costs.
Marketing and Education	This program would expand education efforts to CTR employees about alternative commuting including workshops, information brochures, and advertising.
Transportation Fairs	The City will work with King County Metro Transit and major employers to conduct on site promotions, transportation fairs, and increase awareness and use of commute alternatives.
Networking Opportunities	The City and King County Metro Transit will work with the major employers to create networking opportunities to discuss CTR issues, coordinate ridesharing programs, and conduct joint promotional efforts.
Programs to Help Mitigate Construction Activities	The City will work with WSDOT and Metro Transit to develop programs to help mitigate impacts that will be caused from road construction activities. Programs will focus on reducing drive alone trips on specific facilities, i.e. Interstate 405 during construction.

V. REQUIREMENTS FOR MAJOR EMPLOYERS

Employers that are affected by the CTR Law will be required to implement the following program elements:

Required Element	Description
Designate Employee Transportation Coordinator	The Employee Transportation Coordinator is the point of contact between the employer and its workforce to implement, promote and administer the organization's CTR program. He/she is also the point of contact between the employer and the City of Kirkland to track the employer's progress in meeting CTR requirements Affected employers will be responsible for providing adequate training for the ETC, allow them to attend networking meetings, and provide them with the necessary time to administer the program.
Regular Distribution of Information to Employees	Information about commute alternatives will be distributed at least monthly to employees. Information packets will be distributed to new employees at CTR-affected work sites. Examples of information that will be distributed will include: • Description of the employer's commute options program • Transit system maps and schedules • Vanpool rider alerts • Weekly traffic alerts • Metro and Sound Transit campaign promotional materials
CTR Reporting	Once a year, The employer is required to complete the Employer Report and Program Description Form to determine if progress is being made towards achieving the goals. Reports will be submitted to the City.
CTR Survey	Biennially, the CTR affected employers shall distribute and collect Commute Trip Reduction Program Employee Questionnaires (surveys) to achieve at least a 70 percent response rate.
Implementation of a Set of Measures	The employer is required to implement a set of measures that are designed to increase the percentage of employees using some or all of the following modes: • Transit • Vanpool • Carpool • Bicycle or walking • Telework, Compressed Work Week, or Flexible Work

Required Element	Description
	Schedule • Other non-single occupant vehicle modes Measures to reduce drive alone trips and vehicle miles traveled include, but are not limited to: • Provision of preferential parking or reduced parking charges for high occupancy vehicles • Instituting or increasing parking charges for single-occupant vehicles • Provision of commuter ride matching services • Provision of subsidies for transit fares • Provisions of vans for vanpools • Provisions of subsidies for carpooling or vanpooling • Provision of car sharing services • Permitting the use of the employer's vehicles for carpooling or vanpooling • Permitting flexible work schedules • Cooperation with transportation providers to provide additional regular or express service to the worksite • Construction of special loading and unloading facilities for transit, carpool, and vanpool users • Provision of bicycle parking facilities, lockers, changing areas, and showers • Provision of a program for parking incentives such as a rebate for employees who do not use the parking facility • Establishment of a program to permit employees to work part or full time at home or at an alternative worksite closer to their homes • Establishment of a program of alternative work schedules such as compressed work week schedules (such as 4/40 or 9/80) • Implementation of other measures designed to facilitate the use of high-occupancy vehicles such as on-site day care facilities and emergency taxi services • Employers or owners of worksites may form or utilize an existing transportation management association or other transportation-related associations by RCS 35.87A.010 to assist members in developing and implementing commute trip reduction programs

VI. FINANCIAL PLAN

In the City's CTR financial plan, the city has identified the different funding sources that are used to fund the program. In addition, the City has identified expenses for administering the program and a list of unfunded programs. The unfunded programs are necessary to help the City achieve its 2011 goals and targets. These programs could potentially be funded by various grants, employer contributions and City funds.

Funding Sources

The City's CTR program is currently funded by two primary sources: WSDOT CTR Funds and City of Kirkland operating revenue:

Source of Funding	Responsible Agency	Estimated Amount for 2008	Estimated Amount for 2009	Estimated Amount for 2010	Estimated Amount for 2011
CTR Efficiency Funds	WSDOT	$5,000	$0	$0	$0
CTR Funds	WSDOT	$26,500	$26,500	$26,500	$26,500
Contributions from City of Kirkland	City of Kirkland	$15,000	$15,000	$15,000	$15,000
TOTAL		$46,500	$41,500	$41,500	$41,500

Program Expenses

The cost of implementing is shared primarily by the City, the transit agency, and the employers. The following CTR program expenses have been identified:

Expenses	Responsible Parties	Estimated Annual Cost 2008	Estimated Annual Cost 2009	Estimated Annual Cost 2010	Estimated Annual 2011
Prepare local CTR plan, Comprehensive Plan, and CTR ordinance	City of Kirkland	$5,000	$0	$0	$0
Administer CTR program (contract management, annual reporting, program review, surveys, coordination meetings)	King County Metro Transit (under contract with the City)	$26,500	$26,500	$26,500	$26,500
Administer Program for Transportation Management Plans	City of Kirkland	$15,000	$15,000	$15,000	$15,000
TOTAL		$46,500	$41,500	$41,500	$41,500

Financial Gaps

The following table summarizes improvements to the existing program that are not currently funded. However, some potential funding sources have been identified for the applicable organization to target.

Service or Strategy	Target Market	What Strategy Will Accomplish	Financial Gap
Develop Management Support	Chief Executive Officers, program managers	Increase management support for CTR program by giving employer recognition and describing benefits of program to CEOs	$ 25,000
Telework Education	CEOs, ETCs	Training and assistance to help set up telework programs,	$ 25,000
Transit, vanpool and carpool subsidies	Commuters at CTR-affected work sites	Subsidies to encourage commuters to shift to transit, vanpool and carpools	$50,000
Marketing and Promotions	Commuters at CTR-affected work sites	Increase awareness of transit and ridesharing programs.	$50,000
TOTAL			$150,000

The following funding sources have been identified that potentially could be used to fund CTR programs:

- Congestion Management Air Quality Grants, CMAQ
- Surface Transportation Program Grants
- Employer Trip Reduction Performance Grants, TRPP
- Washington State Construction Mitigation Funding
- Transit Agency Funds
- Local Jurisdiction Funds
- Major Employers
- King County Metro JARC Funds

Summary

The following table shows the amount of money necessary to implement all of the proposed strategies listed in the previous tables. There are insufficient funds at this time; however, some potential funding sources were identified in the previous table that the City can pursue.

Budget Summary	Estimated Annual Cost 2008	Estimated Annual Cost 2009	Estimated Annual Cost 2010	Estimated Annual 2011
Existing Funding	$46,500	$41,500	$41,500	$41,500
Existing Expenses	$46,500	$41,500	$41,500	$41,500
Unfunded Programs	$150,000	$150,000	$150,000	$150,000
Needed Funds	$150,000	$150,000	$150,000	$150,000

VII. IMPLEMENTATION STRUCTURE

The City plans to work in partnership with King County Metro Transit and its affected work sites to implement the CTR program.

Organization	Responsibility
City of Kirkland	The City will be responsible for developing and implementing their local CTR plan. It is responsible for ensuring that CTR plan is consistent with its local comprehensive plans. As part of its CTR plan, the City will set the goals and targets for the affected employers. For CTR program administration, the City is responsible for ensuring that affected employers are in compliance with the CTR law.
King County Metro Transit	In partnership with the City, King County Metro Transit will be responsible for employer outreach, conducting marketing and promotional activities, and providing services to CTR-affected work sites.
Major Employers	Employers that are affected under the CTR law are responsible for notifying the City when they are affected. Employers are responsible for implementing their CTR program requirements, including information distribution, designating an ETC, submitting program reports, delegating adequate time for ETCs to perform duties and implementing program elements.

CTR Program Activities

Program Strategy or Service	Agency Responsible	Scheduled Date for Implementation
Policies and Regulations		
Update Comprehensive Plan	City of Kirkland	2008
CTR Program Enforcement	City of Kirkland	On-going
Implement Vision of Downtown Kirkland and Centers	City of Kirkland	On-going
Review Parking Policies	City of Kirkland	2008 - 2011
Services and Facilities		
Transit Services	King County Metro Transit	On-going
Vanpool Services	King County Metro Transit	On-going
Sounder and Regional Express Bus	Sound Transit	On-going

Ridematching services	King County Metro Transit	On-going
Bicycle and Pedestrian Facilities	City of Kirkland	On-going
Marketing and Incentives		
Wheel Options Campaign	City of Kirkland and King County Metro Transit	2008 – 2011 (conducted twice a year)
Management Support	King County Metro Transit and City of Kirkland	On-going
Subsidies	King County Metro Transit	On-going
Parking Management	City of Kirkland and King County Metro Transit	On-going
Marketing and Education	King County Metro Transit	On-going
Promotional Events	King County Metro Transit	On-going

VIII. DOCUMENTATION OF CONSULTATION

The City's CTR Plan was developed in consultation with the following organizations:

- Metro Transit
- City of Bellevue
- City of Redmond
- City of Bothell
- City of Mercer Island
- City of Issaquah
- City of Woodinville
- City of Renton

The City conducted the following outreach and coordination meetings:

- In the first week of January, we mailed out information to all CTR sites about the new CTR Efficiency requirements and invited them the CTR workshops in January 2007.

- The City of Kirkland participated in an interlocal meeting to discuss about the CTR and GTEC plans with the following jurisdiction on April 30th: Bothell, Mercer Is., Woodinville, Renton, Bellevue, Redmond, and Issaquah.

- The City met with King County on March 12th to talk about strategies for GTEC and matching funding from K.C. for the GTEC.

- The City plans to send out copies of the draft CTR plans to CTR-affected work sites and have them review and comment on the draft plans.

- On January 29, 2007, a CTR Employer Workshop was held for all affected employers at the City of Kirkland's offices. During these workshops, employer requirements to comply with the CTR law and CTR strategies were discussed. A summary of the workshop can be found in Appendix C.

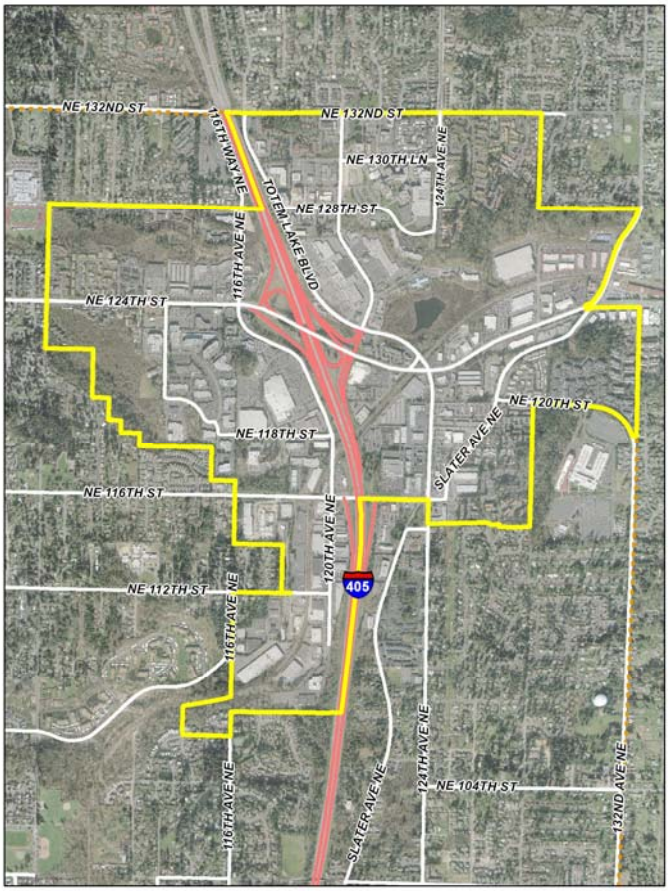
Through consultations with other jurisdictions, Kirkland does not have CTR employers that would be affected by multiple jurisdictions CTR plans and policies. Thus, the City of Kirkland does not have cross-boundary conflicts with other jurisdictions.

IX. GROWTH AND TRANSPORTATION EFFICIENCY CENTER

The City has elected to designate the Totem Lake Neighborhood as a Growth and Transportation Efficiency Center. The purpose of a Growth and Transportation Efficiency Center is to increase access to the neighborhood while reducing the number of drive alone trips.

The GTEC program is a collection of jurisdiction-adopted goals and policies, facility and service improvements and marketing strategies about how the City will help make progress for reducing drive along trip and vehicle miles traveled for the GTEC over the next four years. The program also specifies a financial plan and organizational structure for implementing the program strategies and services. Building upon the success of the existing commute trip reduction (CTR) program, the City strives to meet the goals of the plan for the future by working in partnership and coordination with other agencies.

The City has prepared a draft Growth and Transportation Efficiency Center program. The draft program is contained in a separate document titled, "Growth and Transportation Efficiency Center for Totem Lake." Shown below is the area of the proposed designated GTEC:



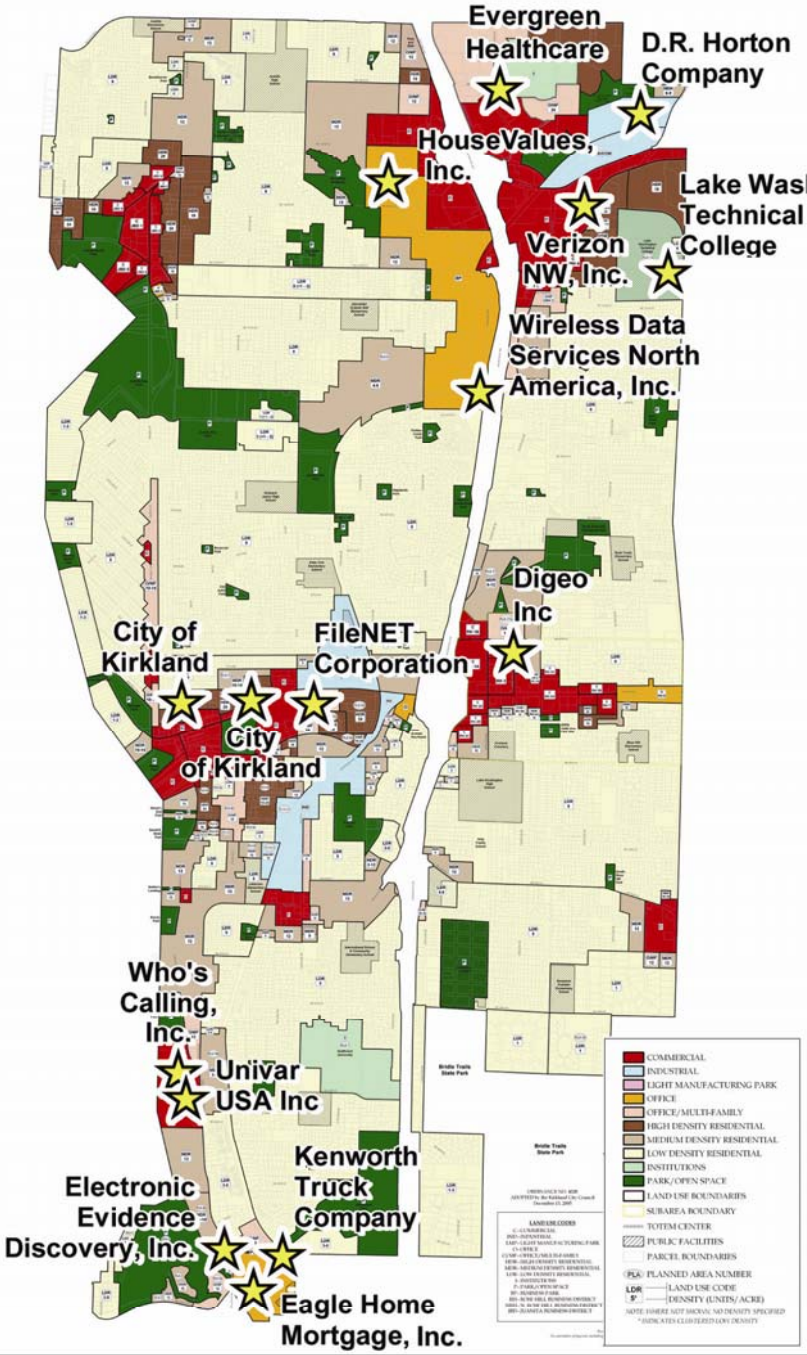
APPENDICES

Appendix A

CITY OF KIRKLAND
ZONING MAP

CITY OF KIRKLAND COMPREHENSIVE LAND USE MAP

Department of Planning and Community Development



Perteet

February 21, 2007

City of Kirkland
Kirkland CTR Worksites
2005 Land Use
Source Map Date: 12/13/05
Figure B

Appendix B

CITY OF KIRKLAND
TRANSIT SERVICES AND FACILITIES

Perteet

February 21, 2007

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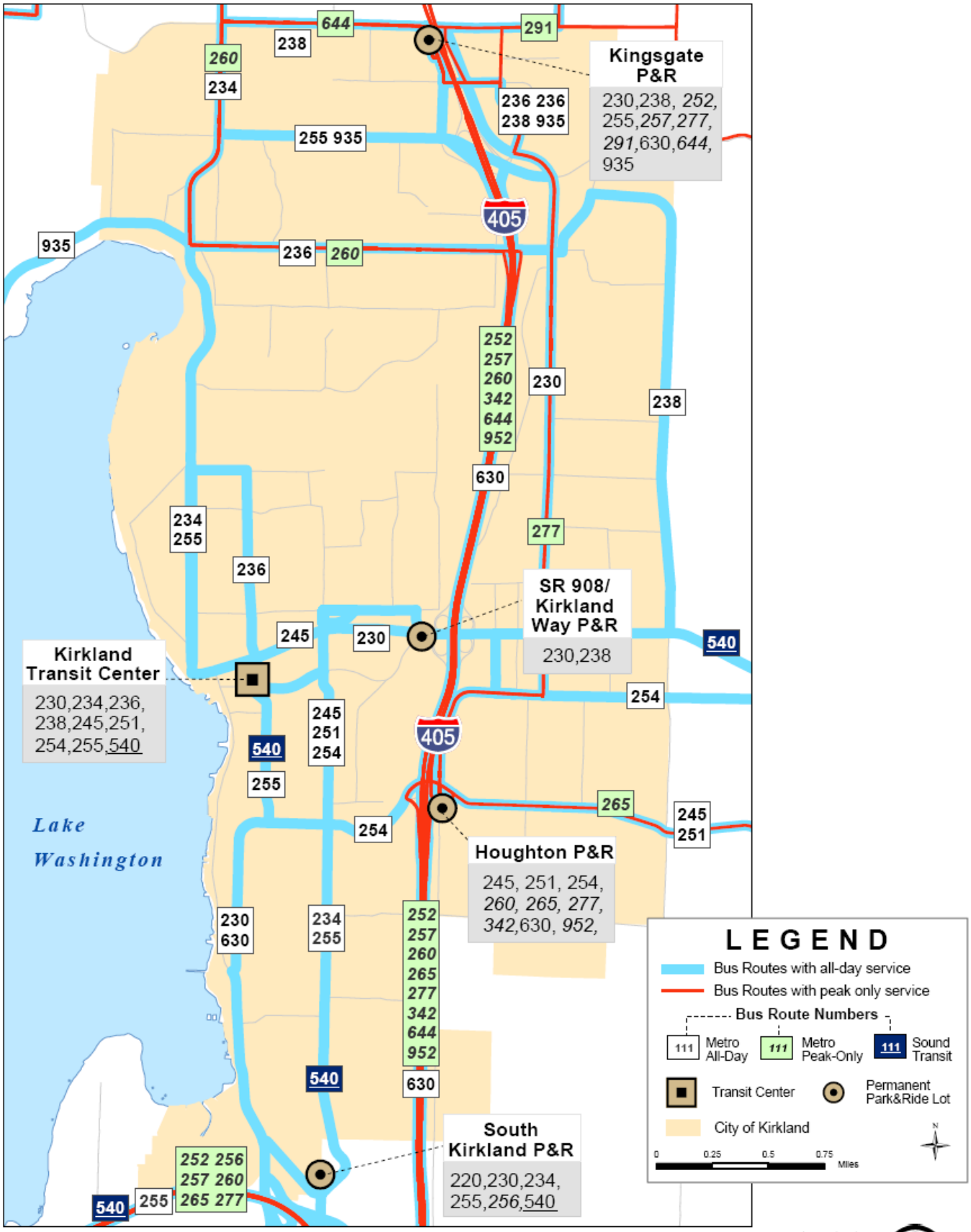
City of Kirkland
Kirkland CTR Worksites
Transit Routes, Bus Stops, and
Park & Ride Facilities
Figure D



KIRKLAND
Transit Routes

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February 21, 2007

King County

KIRKLAND
Route Frequency

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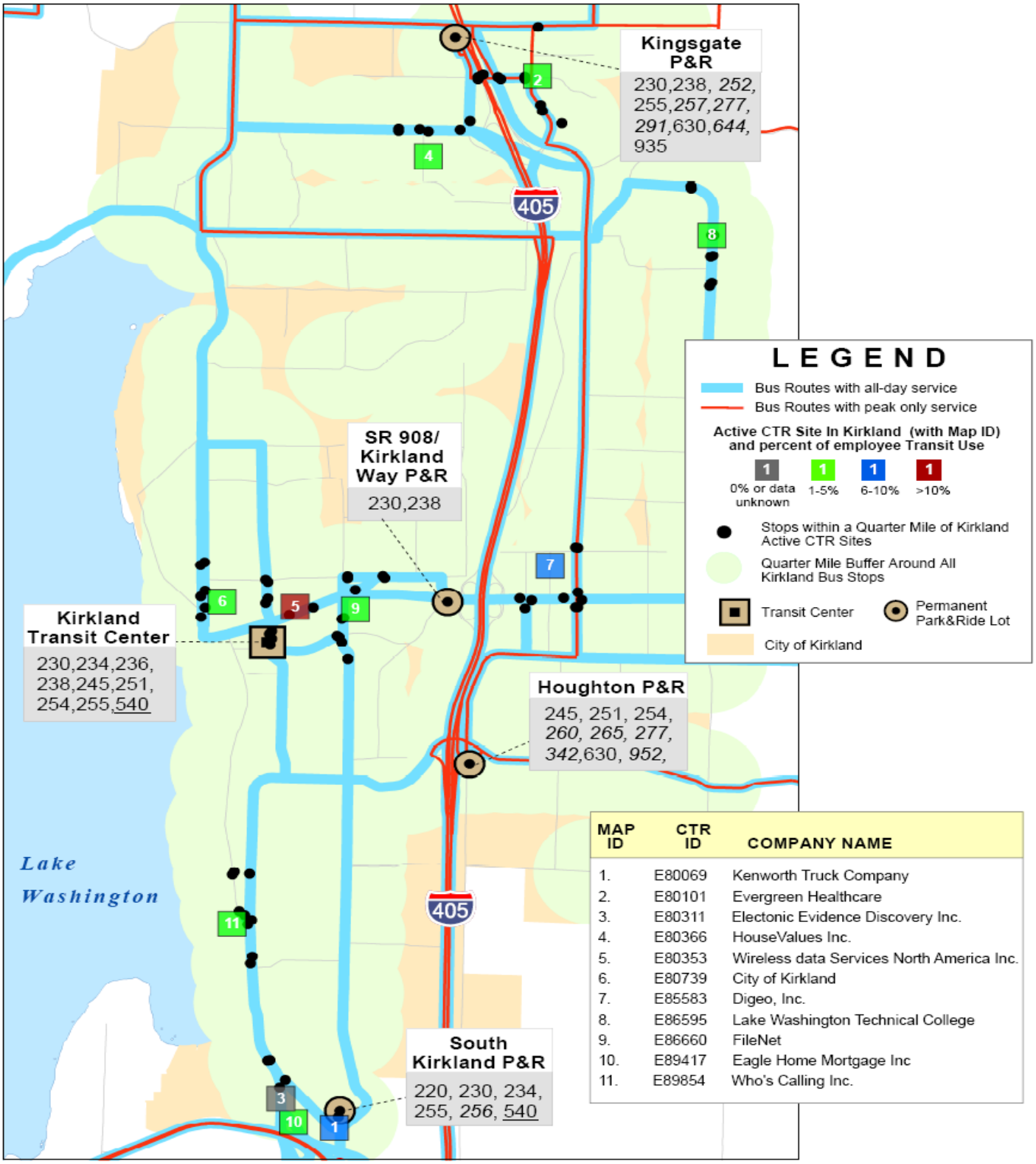
February 7, 2007

King County



MAP ID	CTR ID	COMPANY NAME
1.	E80069	Kenworth Truck Company
2.	E80101	Evergreen Healthcare
3.	E80311	Electonic Evidence Discovery Inc.
4.	E80366	HouseValues Inc.
5.	E80353	Wireless data Services North America Inc.
6.	E80739	City of Kirkland
7.	E85583	Digeo, Inc.
8.	E86595	Lake Washington Technical College
9.	E86660	FileNet
10.	E89417	Eagle Home Mortgage Inc
11.	E89854	Who's Calling Inc.

KIRKLAND
Active CTR Sites

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February 14, 2007

King County

Appendix C

COMMUTE TRIP REDUCTION WORKSHOP SUMMARY

City of Kirkland Commute Trip Reduction
Employer Workshop
January 29, 2007

Results of Employer Workshop

Participants:

Name	Organization
Nelson Gipson	Digeo Inc.
Nancy Vance	Kenworth Trucks
Mike Kauffman	Lake Washington Technical College
Sue Jorgensen	Lake Washington Technical College
Debbie Pinney	IBM/FileNet
Donna Dorman	IBM/FileNet
Kenneth Aitchison	WDS Global
Sandy Hall	Who's Calling
Jim Hann	Citizen
Pamela Cook	King County Metro
Dave Hollar	King County Metro
David Godfrey	City of Kirkland
Thang Nguyen	City of Kirkland
Jonathan Dong	Perteet

Feedback from Employers

Representatives from FileNet mentioned that their parent company, IBM, does not pay too much attention to the CTR program. The corporate office is located outside of Washington State. FileNet does offer incentives for non-drive alone commuters, including a rewards program, free bus passes, shower, bike lockers.

Who's Calling Again is facing issues of employee turnover. They expect to be below the 100-employee threshold. They used to subsidize gas cards for carpoolers. They offer flex schedules and telework.

Digeo offers commuter bonus vouchers. Their employees prefer carpooling and motorcycles as drive alone alternatives.

Kenworth Trucks offers a comprehensive program of TDM benefits. They include free flexpasses, vanpool subsidies, covered bike parking, showers, and subsidies for carpool, bikes and walkers.

Wireless Data Services charges $100/month for parking. It also offers shuttles to their satellite parking lots. It also offers flexpasses, although transit service is not available at their site.

Lake Washington Technical College offers a comprehensive program of benefits for commuters. However, their site lacks sufficient bus service.

Attendance and Remarks

Seven out of twelve affected employers attended the workshop.
Most of the employers mentioned that they did not learn any new information. However, they appreciated the discussion at the end of the workshop. They also would like to see more services from the City, especially more bike and sidewalk facilities. Employers would like to see more workshops if they provide new information such as new services and construction issues.

Employer Issues

Many of the employers are facing issues of employee turnover. This makes it difficult to form vanpools and carpools.

Overall, the City of Kirkland major employers offer strong CTR programs. Major barriers for successful CTR programs include:

1. Lack of parking management
2. Lack of transit services
3. Subsidies may not be high enough to attract employees to use alternative travel modes
4. Parking supply is more than the demand
5. There is no parking maximum policy in the development regulation or comprehensive plan

Appendix D

COMMUTE TRIP REDUCTION
SUMMARY OF POLICIES THAT SUPPORT CTR

COMPREHENSIVE PLAN GOALS AND POLICIES ANALYSIS

This section provides a list of CTR supportive comprehensive plan goals and policies that the City of Kirkland either has or doesn't have. The right hand column identifies the policies that the jurisdiction has in place relating to the recommended goals and policies in the left hand column. If the jurisdiction doesn't have some of the recommended goals and policies listed below, then they may want to consider adding some of these recommended goals and policies to their comprehensive plan during the next update.

Commute Trip Reduction & Growth Management Planning Policies	
Land Use Element	
Inter-Agency Coordination	
Work with transit providers to provide transit that is fast, frequent and reliable between urban centers, urban villages, GTEC's and accessible to most of the city's residences and businesses.	None
Urban Growth Areas	
Enter into agreements and establish procedures for setting priorities, programming, maintaining and financing for countywide, regional and state transportation facilities and services consistent with the GMA current federal transportation legislation	None
Land use and transportation goals and decisions should be integrated with one another and coordinated with adjacent jurisdictions and with the Regional Transportation Plan to determine the types and levels of transportation facilities to be provided within the unincorporated county.	None
The county/city should use future land use projections to identify and provide for adequate safety, structural, rights-of-way and other possible improvements that support vehicle transportation, non-motorized and transit needs of the region plus use alternative transit modes as areas develop.	None
Integrate Commute Trip Reduction land use planning by requiring non-motorized pedestrian connections between retail, living, and work places. Non-motorized connects shall include, but not be limited to: transit connections, bus stops, sidewalks, bike facilities, trails and encouraging employers to participate in ride sharing programs.	None
When evaluating land use changes to the Comprehensive Plan, proposals should include an analysis of how the development furthers the goals of Commute Trip Reduction planning.	None

Pursue transportation demand management (TDM) strategies at the local/regional level by coordinating with regional and state partners so customers see their travel choices and the various TDM promotions as a coordinated, integrated system that makes a difference in the community. Example: Regulations to influence travel behavior Marketing Improvements in services and facilities	None
Require the integration of non-motorized and transit connections when planning and developing urban centers or GTEC's.	LU-5.1
Establish urban centers and/or GTEC's where they can be served by regional transit agencies, or work with the appropriate transit agency to expand service to the urban center within a reasonable timeframe.	LU-5.3, LU-5.4, LU-5.8
Urban Design	
Encourage new housing developments to be located in urban growth areas and small towns to help provide a sense of community and safe, non-motorized transportation to community facilities and public transit modes.	LU-3.2, LU-4.2, LU-5.6
Discourage transportation improvements that would trigger development that is premature or not consistent with applicable comprehensive plans, policies, or zoning.	None
Provide aesthetic and functional amenities along pedestrian facilities, such as water fountains, benches, trash receptacles, public art, and open spaces (such as seating plazas).	None
Provide pedestrian, and bicycle connections in newly developing areas of the city, promoting both internal access and linkages with the rest of the city.	LU-3.6, LU-5.1, LU-5.4
Incorporate transit-supportive and pedestrian friendly design features in new development through the development review process. Examples include: Provide pedestrian pathways that minimize walking distances to activities and to transit stops. Provide weather protection such as covered walkways or arcades connecting building developments, and covered waiting areas for transit and ridesharing.	LU-3.5, LU-3.6, LU-5.1
Incorporate guidelines for addressing that sidewalks and walkways are separated from the roadway by a landscaping strip or drainage swale.	LU-3.6

Adopt pedestrian friendly design guidelines, especially in high pedestrian activity zones, such as wide sidewalks, landscape buffers or strips, street trees, adequate lighting, traffic calming measures (such as traffic circles, curb bulbs, raised medians, speed tables and chicanes), special pavements, and bollards.	LU-3.5, LU-5.1, LU-5.5
Adopt development design standards that promote a pedestrian friendly environment. Such standards may include reduced building setbacks, requirements for display windows, building entrances oriented toward the street, and locating parking lots to the rear or side of buildings.	LU-5.1, LU-5.5, LU-5.9
Secure bike lanes and trail improvements or easements through the development review process to develop portions of the bicycle and pedestrian system.	LU-3.5
Require new developments to incorporate non-motorized features or programs designed to promote use of alternatives to single-occupant vehicles, such as; • Preferential parking for car pools and van pools • Special loading and unloading facilities • Transit facilities, including comfortable bus stops, and waiting areas, adequate turning room, and where appropriate, signal preemption and queue-jump lanes • Bicycle parking and related facilities	LU-3.5
Inter-Agency Coordination	
Pursue strategies that make transit safe, secure, comfortable, and affordable.	None
Integrate multiple access modes, including buses, carpools, and vanpools, bicycles, and pedestrians.	LU-5.1
Integrate transit-oriented development opportunities with the private and public sectors.	None
Zoning	
Discourage the development of major, stand-alone park and ride facilities with city limits. Situations where additions to park and ride capacity could be considered include: At the terminus for a major, regional transit system. When opportunities exist for “shared parking “(e.g., where transit commuter parking can be leased from another development. Such as a shopping center, movie theatre, church, etc.) Areas where alternatives to automobile uses are particularly inadequate (e.g., lack of direct transit system, or pedestrian and bicycle access) or cannot be provided in a cost-effective manner.	None

Allow a reduction in the number of required parking spaces if a development provides ride-share programs, car pool parking spaces, bike racks, lockers or other approved non-motorized parking options.	None
Encourage transit oriented development and pedestrian friendly land use characteristics through zoning and land use policies that encourage mixtures of land uses, increased densities in targeted areas with design standards.	LU-5.1, LU-5.3, LU-5.4, LU-5.5, LU-5.6
Adopt a parking credit program that allows developers to reduce the number of required parking spaces if they provide an alternative transportation program to single occupant vehicles.	None
Housing Element	
Work with other jurisdictions to achieve a jobs/housing balance that makes it possible for people to live closer to where they work.	None
Promote quality, community-friendly residential development, through features such as enhanced open space and pedestrian connectivity.	None
Capital Facilities Element	
Explore the possibility of encouraging cooperative funding for bicycle trails.	None
Implement a methodology for public-private partnerships when it would result in a more efficient use of public resources.	None
Aggressively seek funding opportunities for safety, mobility, intermodal, bicycle, pedestrian, neighborhood, and transportation demand management improvements	None
Provide adequate and predictable funding to construct and maintain pedestrian and bicycle capital projects.	None
Effectively link pedestrian project funding and approval decisions to priorities identified in the CTR plan, as well as the Non-Motorized element of the jurisdiction's Comprehensive Plan.	None
Support a greater investment in pedestrian enhancements, and ensure that all new transportation projects include funding for pedestrian improvements.	None
Continue programs to construct, maintain, and repair sidewalks.	None
Assign high priority to pedestrian and bicycle projects that provide access to major employment areas and activity centers, provide linkages to transit, complete planned bicycle facilities and provide system connectivity.	None
Effectively link TDM program funding and approval decisions to priorities identified in the CTR plan, as well as the transportation element of the jurisdiction's Comprehensive Plan.	None

Utilities Element	
Secure sidewalk and trail easements over existing utility lines where ever feasible	U-1.8
Transportation Element	
Carpools, Vanpools, & Ride Share	
Ensure that the city as an employer sets a positive example by maintaining a strong transportation demand management program for its employees.	None
Pedestrian System Connectivity	
The county should ensure that continuous and/or direct bicycle lanes are provided between all jurisdictions and major activity centers.	T-2, T-2.1, T-2.2, T-2.4, T-8.5
Consider pedestrians along with other travel modes in all aspects of developing the transportation system. Provide safe and convenient pedestrian access in all new and improved transportation projects, unless exceptional circumstances exist.	T-2.1, T-2.4
Remove barriers and deterrents along the existing pedestrian system to create better access between employment facilities, residential and other uses.	T-2.3, T-6.2
Coordinate the local jurisdiction's existing and planned pedestrian system with adjacent jurisdictions to provide a continuous, coordinated system, especially when major employment and activity centers are nearby.	T-2.1, T-8.5
Secure sidewalks and trail improvements or easements through the development review process to develop portions of the pedestrian system.	T-3.1, T-5.4
Pedestrian Safety and Security	
Adopt and use national (American Association of State Highway and Transportation Officials, AASHTO) design standards for pedestrian facilities.	None
Address the special needs of citizens with various degrees of mobility in planning, designing, implementing and maintaining pedestrian facilities.	T-3.1, T-6.2
Provide consistently designed pedestrian activated signal crossings, and consider technologies that enhance pedestrian safety at crossings, such as longer crossing times and audible crossings.	None
Consider access management to reduce the number of conflict points (driveways) between pedestrians and vehicles, thereby improving pedestrian safety.	T-4.8

Ensure that pedestrian facilities are designed and monitored to improve security and safety, through lighting, openness, vegetation upkeep and security features such as panic buttons at key locations.	None
Design midblock crossings with safety as a high priority, and consider improvements such as pedestrian crossing signals, flared curbs (bulbouts), pedestrian refuge islands, medians, and adequate sight distance around parked vehicles.	None
Pedestrian and Bicycle Convenience	
Conduct periodic analyses of bicycle and pedestrian environments in and around urban centers and regional transit stations to identify deficiencies and to plan access improvements.	None
Include bicycle facilities in the six-year capital improvement program (for trails that will be utilized by bikes) or the six-year transportation program (for widening shoulder projects that will accommodate bikes).	None
Implement way-finding (signage) along sidewalks and trails that direct pedestrians to key locations or destinations, such as major activity centers, business districts, institutions, major medical facilities, parks or recreational facilities.	None
Provide internal pedestrian circulation systems within and between existing, new or redeveloping commercial, multi-family or single family developments, and other appropriate activity centers. Provide convenient connections to frontage pedestrian systems and transit facilities.	None
Encourage transit use by improving pedestrian and bicycle linkages to the existing and future transit and school bus system, and by improving the security of and utility of park-and-ride lots and bus stops.	T-3.1, T-7.3
Provide bicycle connections and secure bicycle parking and storage convenient to major transit facilities; increase the number of secure parking areas for bicycles.	None
Conduct bicycle transportation studies to improve safety and overall quality of bicycling.	None
Cooperate with the public and private schools, bicycle clubs and other interests groups to provide education and strategies to promote safe riding skills and the transportation and recreation opportunities of bicycling.	None
Improve mobility and safe access for walking and bicycling, and create incentives to promote non-motorized travel to employment centers, commercial districts, transit stations, schools and major institutions, and recreational destinations	T-3.1

Update and review the Pedestrian and Bicycle transportation Plan every five years. The updates should consider the existing and future role of the single-occupant vehicle in relation to non-motorized and public transportation modes, as well as newly annexed areas, areas experiencing unforeseen development and/or redevelopment, and other emerging issues.	T-2.5
Develop an effective "share the road/share the trail" concept for pedestrian and bicycle education programs for the motorized and non-motorized public.	None
Accessibility	
Sidewalks or pedestrian facilities should be located along all both sides of all arterials, collectors, and at least one side of most local streets.	None
Pedestrian facilities should be wide enough to allow the disabled, such as wheelchair users, to access them, usually a minimum of 5' to 6'. A wider facility should be provided along principal arterials (generally a minimum of 8'), or in business districts that attract more pedestrians.	T-3.1, T-6.2
Direct pedestrian linkages should be considered whenever possible, to connect between internal land uses and arterials. This reduces walking distances to transit stops and commercial uses.	None
Public Transportation	
Encourage interconnections and time coordination of public transportation modes (bus, coach and rail) to increase level of service and ridership.	None
Work with transit providers to provide transit service that is fast, frequent, and reliable between urban centers and urban villages and that is accessible to most of the city's residences and businesses. Pursue strategies that make transit safe, secure, comfortable, and affordable.	None
Support development of an integrated, regional high capacity transit system that links urban centers within the city and the region.	T-3.2, T-3.3
Develop partnerships with transit providers to implement projects providing neighborhood-to-transit links that improve pedestrian and bicycle access to transit services and facilities.	None
Coordinate with regional, state, and federal agencies, local governments, and transit providers when planning and operating transportation facilities and services in order to promote regional mobility for people and goods and the urban center approach to growth management.	T-2.1, T-3.4, T-8.1, T-8.2, T-8.3, T-8.5
Design transit access into large developments, considering bus lanes, stops, shelters, non-motorized lanes & facilities as part of the project design	T-5.4, T-5.6

Coordinate with transit providers and the private sector to develop and implement compatible transportation demand management regulations and strategies that are consistent with the Commute Trip Reduction Act.	T-5.2, T-5.6
Work with car share companies to provide car share opportunities at key locations, such as major employers, business districts, and high density residential areas.	None
Provide preferential lanes, such as High Occupancy Vehicle (HOV) lanes on roads which will benefit commuters the most, such as those with major transit routes, and those experiencing the greatest congestion.	T-4.2
Ferries	
For water-borne travel across Puget Sound, encourage the expansion of the passenger-only ferry service and land-side facilities and terminals that encourage walk-on (by-foot, bicycle, transit) trips rather than ferry travel with automobiles.	N/A
Coordinate ferry arrivals and departures with mass transit systems to ensure an efficient flow of people and traffic.	N/A
Education and Encouragement	
Educate the general public and public officials about the economic, transportation system performance, environmental, health and social benefits of walking and biking and develop improved programs to encourage increased levels of walking and biking.	None
Educate drivers and pedestrians about pedestrian safety issues, and enforce pedestrian related laws.	None
Consider the formation of a pedestrian advisory committee to provide input to the jurisdiction (staff and elected officials) on pedestrian related issues and needs, as well as review of major transportation projects to ensure that pedestrian needs are adequately addressed or considered.	None
Develop a pedestrian walking/biking map that is focused on major activity centers, such as business districts or major employment areas. The map should identify sidewalks, trails, bike routes, transit corridors and bus stops/transit centers, and key activity centers such as institutional uses and government centers, major employers, commercial or retail areas, parks, and other points of interest.	None
Monitoring	
Ensure that the local government monitors the results of its TDM programs and policies, and continually evaluate changes needed to improve mode split goals.	None

Continually evaluate large employer CTR program effectiveness and reduce the employer threshold if needed to achieve the jurisdiction's mode split goals.	None
Economic Development Element	
Funding Mechanisms	
Promote public awareness of the impact travel choices have on household finances, personal quality of life, society, and the environment, and increase awareness of the range of travel choices available.	None
Employment	
Require large employers to implement a commute trip reduction program for employees, as mandated by the Commute Trip Reduction Act.	None
The county/city should encourage employers in urbanized areas to offer staggered work hours or flextime and other Transportation demand Management programs such as parking management, ride match services and preferential parking of vanpools, carpools, covered bike racks, lockers and showers at work sites.	ED-2.3
Encourage employers to provide information and marketing on commute alternatives, such as transit schedules, rideshare information, and guaranteed ride home programs.	None
Encourage employers to develop telecommuting options, which allow employees to work one or more days at home or at a "satellite work center" closer to their homes.	ED-1.8
Encourage employers to allow flexible work schedules or compressed work weeks to help reduce the number of vehicles using local and regional roadways.	None
Encourage major employers to provide daycare opportunities onsite or nearby.	None
Encourage employers to provide subsidies to employees who commute using other modes, such as free or reduced prices for transit passes, or discounted parking for rideshare vehicles.	None
Parks & Open Space Element	
Provide for adequate roadway, pedestrian, and bicycling connections in newly developing areas of the city, promoting both internal access and linkages with the rest of the city.	PR-1.2
Identify areas to be designated as pedestrian promenades, with pedestrian friendly environments.	None
Provide for uniform bicycle and pedestrian markings and design standards for travel along city bikeways and walkways.	None

Appendix E

GLOSSARY OF TERMS

GLOSSARY OF TERMS

Affected Employee: Under the Commute Trip Reduction (CTR) law, an affected employee is a full-time employee who regularly begins work between 6 a.m. and 9 a.m., at a single work site, on tow or more weekdays for at least 12 continuous months.

Affected Employer: An employer is "affected" under the CTR law if there are at least 100 "affected" employees at a single work site.

Alternative Work Schedules: AWS programs offer alternatives to the typical eight-hour work day. Options include flex-time, a compressed work week, and staggered work hours.

Automobile Dependency: Transportation and land use patterns that result in high levels of automobile use and limited transportation alternatives. In this case, "automobile" includes cars, vans, light trucks, SUVs and motorcycles

Base Year: The CTR law requires affected employers to measure the results of their employee trip program against base year values for VMT and drive alone vehicles. The goal year is 2011.

Bus Rapid Transit: Special lanes dedicated to transit buses, often incorporating other features to insure high quality transit service.

Carpool: Two to six people age 16 and older, sharing the ride in an automobile to and from the work place.

Commute: The trip made by an employee between their home and work locations, regardless of the distance or mode used.

Compressed Work Week: A work week that is compressed from the typical five-day, 40 hour work week into a shorter work week but maintaining the same number of hours.

Commute Trip Reduction Program: A CTR program is comprised of strategies used by an employer to reduce employee use of single-occupant vehicles (SOVs) and the vehicle miles traveled (VMT) per employee. The CTR program specifies the measures to be used that will achieve the target goals.

Drive Alone Vehicles: A vehicle that is occupied by one person.

Employee Transportation Coordinator: The CTR law requires employers to appoint an employee transportation coordinator, or ETC. The personal is personal change agent who provides the "human touch" needed to remedy traffic congestion and air pollution problems. An ETC is the organization's key contact person providing commuting information to employees and liaison activities with transit agencies and local jurisdictions. The ETC creates marketing strategies, administers employee ridesharing programs, and measures results.

Guaranteed Ride Home (GRH): GRH programs provide an emergency ride home for employees who commute to work in a ridesharing mode and have an illness or emergency. Typically, an employee can take a cab ride home and charge the ride to their employer's account or be reimbursed for the expense.

High-Occupancy Vehicle (HOV): a passenger vehicle carrying more than a specified minimum number of passengers. HOVs include carpools, vanpools, and buses. HOV requirements are often indicated as 3+ (three or more passengers required) or 4+ (four or more passengers required).

HOV Lane: This is a traffic lane limited to carrying high occupancy vehicles (HOVs) and certain other qualified vehicles.

HOT Lanes (High Occupancy Toll Lanes): HOV facilities that allow lower occupancy vehicles, such as solo drivers, to use the facility if they pay a toll. This offers users three options: drive alone on an unpriced but congested general purpose lane, drive alone and pay to use a less congested lane, or rideshare (carpool, vanpool or ride transit) to use a less congested lane without any additional fee.

Mobility: The movement of people and goods.

Mobility Management (Also called *Transportation Demand Management*): Various strategies that change travel behavior (how, when and where people travel) in order to increase transport system efficiency and achieve specific objectives such as reduced traffic congestion, road and parking cost savings, increased safety, improved mobility for non-drivers, energy conservation and pollution emission reductions.

Non-motorized Transportation (also known as *Active Transportation* and *Human Powered Transportation*) includes Walking, Bicycling, Small-Wheeled Transport (skates, skateboards, push scooters and hand carts) and Wheelchair travel.

Parking Management: Strategies aimed at making better use of available parking supply. Parking management strategies include preferential parking or price discounts for carpools and/or short-term parkers, and disincentives, prohibitions and price supplements for those contributing more to congestion.

Parking Pricing: Strategy to reduce automobile use by requiring motorists to pay directly for using parking facilities. Time variable parking pricing can be used as a congestion reduction strategy.

Parking Cash-Out: This means that people (typically commuters, and sometimes residents of multi-family housing) who are offered a free parking space are also offered the cash equivalent when they use alternative transportation modes and so do not impose parking costs.

Ridesharing: Ridesharing is any cooperative effort of two or more people sharing a motor vehicle traveling to a common destination, such as a work site. Carpools and vanpools are common forms of ridesharing.

Smart Growth: Land use development practices that create more resource efficient and Livable communities, with more Accessible land use patterns, an alternative to sprawl.

Sprawl: Dispersed, low-density, single-use, automobile dependent land use patterns.

Stakeholder: Individuals or groups that are affected by a decision and have an interest in its outcome.

Teleworking: Teleworking involves the use of telephones, computers, and other technology to work from a location other than a conventional office.

Transportation Demand Management (TDM): Various strategies that change travel behavior (how, when and where people travel) in order to increase transport system efficiency and achieve specific objectives such as reduced traffic congestion, road and parking cost savings, increased safety, improved mobility for non-drivers, energy conservation and pollution emission reductions. Also called *Mobility Management*.

Transportation Management Association (TMA): A TMA is a partnership or organization that brings interested parties together to work on transportation issues.

Vanpool: A vanpool consists of seven to fifteen people sharing their commute in a passenger van, generally riding to the same place of employment.

Vehicle Miles Traveled: Number of miles a vehicle has traveled for a commute.

CITY OF KIRKLAND
TOTEM LAKE NEIGHBORHOOD
GROWTH AND TRANSPORTATION EFFICIENCY CENTER PROGRAM

June 2007

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I. EXECUTIVE SUMMARY

Since 1991, the City has participated in the Washington State Commute Trip Reduction (CTR) program. As part of this program, the City has worked with major employers to reduce drive alone trips and vehicles miles traveled.

Under the Washington State CTR Efficiency Act, the City was given the option of developing a Growth and Transportation Efficiency Center (GTEC). The GTEC program is a voluntary program designed to encourage cities to expand CTR efforts to additional employers and residential groups within a defined area.

The City of Kirkland has proposed to develop a GTEC for the Totem Lake neighborhood. The GTEC program is a collection of City-adopted goals and policies, facility and service improvements and marketing strategies about how the City will help make progress for reducing drive alone trip and vehicle miles traveled for the GTEC over the next four years. The program also specifies a financial plan and organizational structure for implementing the program strategies and services. Building upon the success of the existing CTR program, the City strives to meet the goals of the plan for the future by working in partnership and coordination with other agencies.

The GTEC program has been developed through involvement by employers, organizations, King County Metro and individuals from throughout the City who helped identify strategies and ways for successful achievement of the goals. This plan helps to support the achievement of the City's overall CTR plan.

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A. Vision of the GTEC and how it relates to the base CTR program:

Since 1991, the City of Kirkland has been working with major employers to reduce drive alone trips among commuters. The City has also implemented transportation management plans in developments such as the Kirkland 405 Corporate Center, Evergreen Health/Hospital Medical Center, Lakewood Medical Clinic, and Virginia Mason Clinic.

Building upon the City's successful CTR program, the City seeks to expand the CTR program by promoting transit and ridesharing activities in Totem Lake through the proposed GTEC Program. The GTEC program will help the City achieve the vision for the Totem Lake Neighborhood plan. The vision for Totem Lake is an attractive urban village that is welcoming to visitors and residents alike. The heart of the neighborhood includes the Totem Lake Mall, Evergreen Hospital Medical Center, regional transit facilities and higher intensity residential, retail and office uses. This central core includes a mix of medical, retail, office and housing uses in architecturally attractive buildings, formal and informal public meeting spaces, and extensive pedestrian amenities. In addition, public investments in landscaping, signage, street furniture and public art contribute to a safe and attractive pedestrian environment. Together, these public and private efforts have created an inviting sense of community.

Base CTR Program	GTEC Plan	Expected Benefits
The base CTR program will continue to focus on major employers in Totem Lake. Totem Lake currently has four major employers.	The GTEC program expands efforts to reduce drive alone trips to the following markets: 1) Health Care employees; 2) Totem Lake Mall employees; 3) Residents in Totem Lake; 4) entry level employees.	Additional efforts to reduce drive alone trips will help reduce traffic congestion in Totem Lake, improve air quality and help achieve the goals and vision of the City's Totem Lake sub area plan.

B. GTEC program goals and targets:

The City recognizes that there is a massive amount of free parking in the TLUC and among the target population and it may be difficult to attain our GTEC goals with the basic CTR plan.

The underlying goal of the GTEC program is to implement a CTR plan in a designated urban center beyond the basic requirements of the CTR plan. The goal of the Totem Lake GTEC program is to reduce drive-alone trips and vehicle miles traveled among major employers that are not CTR-affected by 10% and 13% respectively. In addition, the GTEC has set a target for reducing drive alone travel among selected multi-family buildings by 5%.

C. GTEC target population:

- Major Employers
- Health Care employers
- Totem Lake Mall employers
- Non-CTR work sites
- Multi-family buildings

D. Proposed GTEC program strategies include:

- Development of a partnership to manage the GTEC program for Totem Lake
- Provide a subsidized transit pass such as the Flexpass or a similar product to get more transit ridership
- Provide a subsidized residential transit pass program to multi-family development where management of the program would be easier
- Strengthen the vanpool program
- Implement a more robust Area-wide marketing and promotions
- Work with employers to implement a parking management program that would help promote alternative commute options
- Target entry level employees as they are more likely to seek alternative commute options because of the economic benefit

E. Key funding and service partnerships:

- WSDOT GTEC and other funding sources
- City of Kirkland
- King County Metro Transit
- Major Employers

As part of the requirements for developing a GTEC program, an assessment of existing and future conditions in Totem Lake was completed. To prepare the assessment, existing plans and documents were reviewed. Information that was used included the following documents:

A. Sources of Information

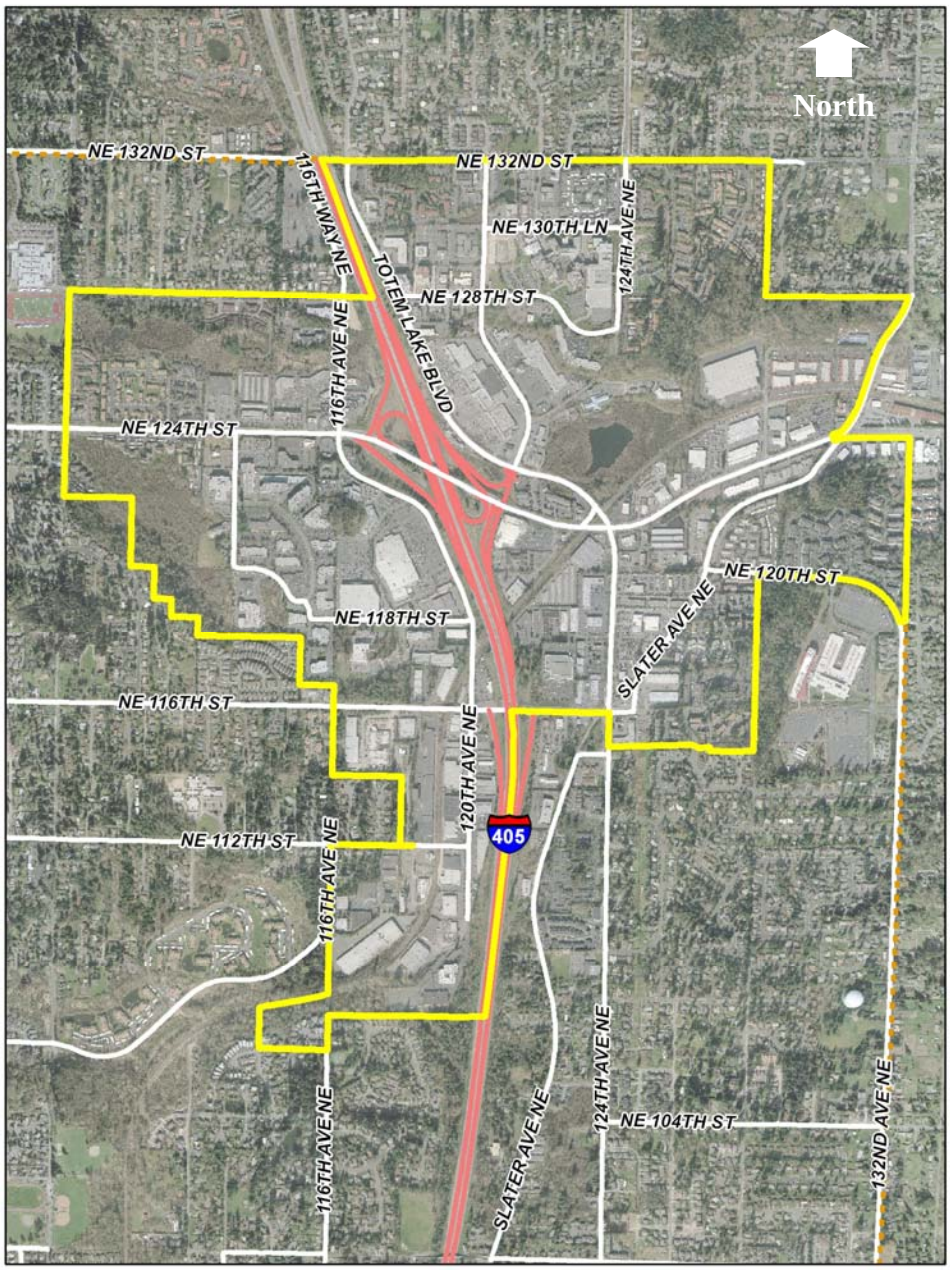
Information	Date Published
I-405 TDM and Land Use Study Effectiveness Review and Enhancement Case Studies	August 2004
City of Kirkland Comprehensive Plan Totem Lake Neighborhood	January 2002
City of Kirkland Comprehensive Plan Transportation Element	February 2007

B. Background Information

1. Description of the geographic boundaries

Totem Lake area of Kirkland is located northeast of Kirkland's Downtown. Totem Lake is adjacent to I-405 and bounded by NE 132nd Street to the north, Slater Avenue and I-405 on the east.

Figure 1. Map of Totem Lake GTEC Area



2. Documentation that the GTEC is located within the City's urban growth area

According to the City of Kirkland Comprehensive Plan (January 2002), Totem Lake is designated as an urban center. The Puget Sound Regional Council has designed Totem Lake as a Regional Growth Activity Center.

The City of Kirkland is proposing to designate the entire Totem Lake area as a Growth and Transportation Center. The GTEC boundary will be consistent with the boundaries for the Totem Lake Urban Center (TLUC).

3. Vision for the GTEC

The Totem Lake Neighborhood is envisioned as an attractive urban center that is welcoming to visitors and residents alike. The heart of the neighborhood includes the Totem Lake Mall, Evergreen Health/Hospital Medical Center, regional transit facilities and higher intensity residential, retail and office uses. This central core includes a mix of medical, retail, office and housing uses in architecturally attractive buildings, formal and informal public meeting spaces, and extensive pedestrian amenities. In addition, public investments in landscaping, signage, street furniture and public art contribute to a safe and attractive pedestrian environment. Together, these public and private efforts will create an inviting sense of community.

The Totem Lake business district plays a vital role in the overall Kirkland economy. It is a focus for jobs and economic activity. Totem Lake serves as the community and sub-regional center for services, vehicle sales, major destination retail and health care.

A wide array of residential, retail, light industrial and office uses surround this core. Residential uses consist primarily of moderate-density and high-density multi-family development, providing an important source of workforce housing in a highly desirable locale. Employment opportunities run the gamut, from small start-up businesses, to light industrial uses to high tech medical uses, as well as traditional retail and office employment. Together this rich mix of uses provides a strong and stable source of housing and employment opportunities for the City as a whole.

C. Evaluation of Land Use and Transportation Context

1. Existing population and employment

According to the 2007 assessor data, the population of Totem Lake is 4,394.

Employment by type consists of the following

Employment by Type	Year 2007
Retail	3,103
Office	5,732
Other	3,381
Total	12,217

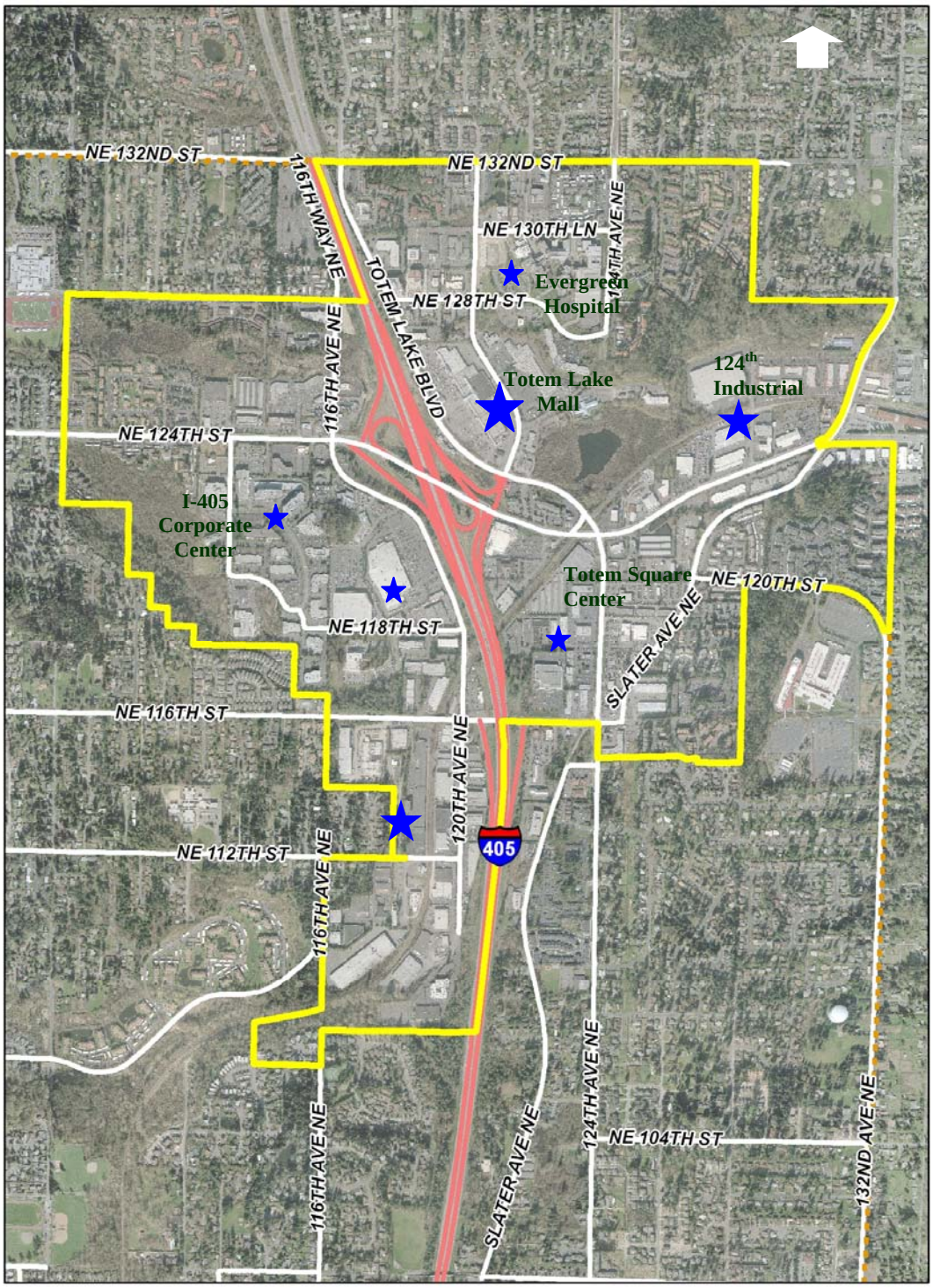
2. Existing Land Use Conditions

According to the City of Kirkland Comprehensive Plan, Totem Lake is designated as an "Urban Center," and is targeted to a community and regional center for major destination retailing. The area is also a center for health care services, automobile sales, high technology and small office parks.

The TLUC includes a wide range of land uses and types of activity centers. The area includes low to moderate density residential (including multi-family housing), office, retail, light industrial, and institutional land uses. Two major landmarks in the area east of I-405 include a major regional retail center- Totem Lake Mall and the Evergreen Health/Hospital Medical Center, both of which are major employers. The Evergreen Health/Hospital Medical Center is located in the northeast quadrant of Totem Lake, and many smaller medical, dental, and related facilities are located near the hospital. Totem Lake Mall is also located to the east side of the freeway, at Totem Lake Boulevard. Some open space remains around a small lake named Totem Lake, located just east of Totem Lake Blvd and 124th Avenue NE.

On the west side of the freeway, retail is dominant, including grocery stores and the large Fred Meyer and Costco Home stores, as well as smaller retail stores and restaurants. I-405 Corporate Center is a large non-medical office complex development. Many auto-related businesses such as dealerships and repair shops are located along NE 116th Street, NE 124th Street and 124th Avenue NE. Many offices and light industrial plants are located in business parks in the southwest and northeast quadrants. Figure 2 shows the major commercial and employment centers in the TLUC.

Figure 2. Major Employment Centers



3. Existing Transportation Network

The TLUC existing transportation network contains freeway and state facilities, along with a local roadway network. The following describes the existing transportation network for Totem Lake and Figure 3 illustrates the existing arterial network

I-405. The I-405 corridor runs north-south through Kirkland, within 1 mile to the east of the downtown area, and continues north to west of the Totem Lake Urban Center. The I-405 corridor improvement plan will provide additional capacity to I-405. Direct access ramps at NE 128th Street will provide HOV access to Totem Lake.

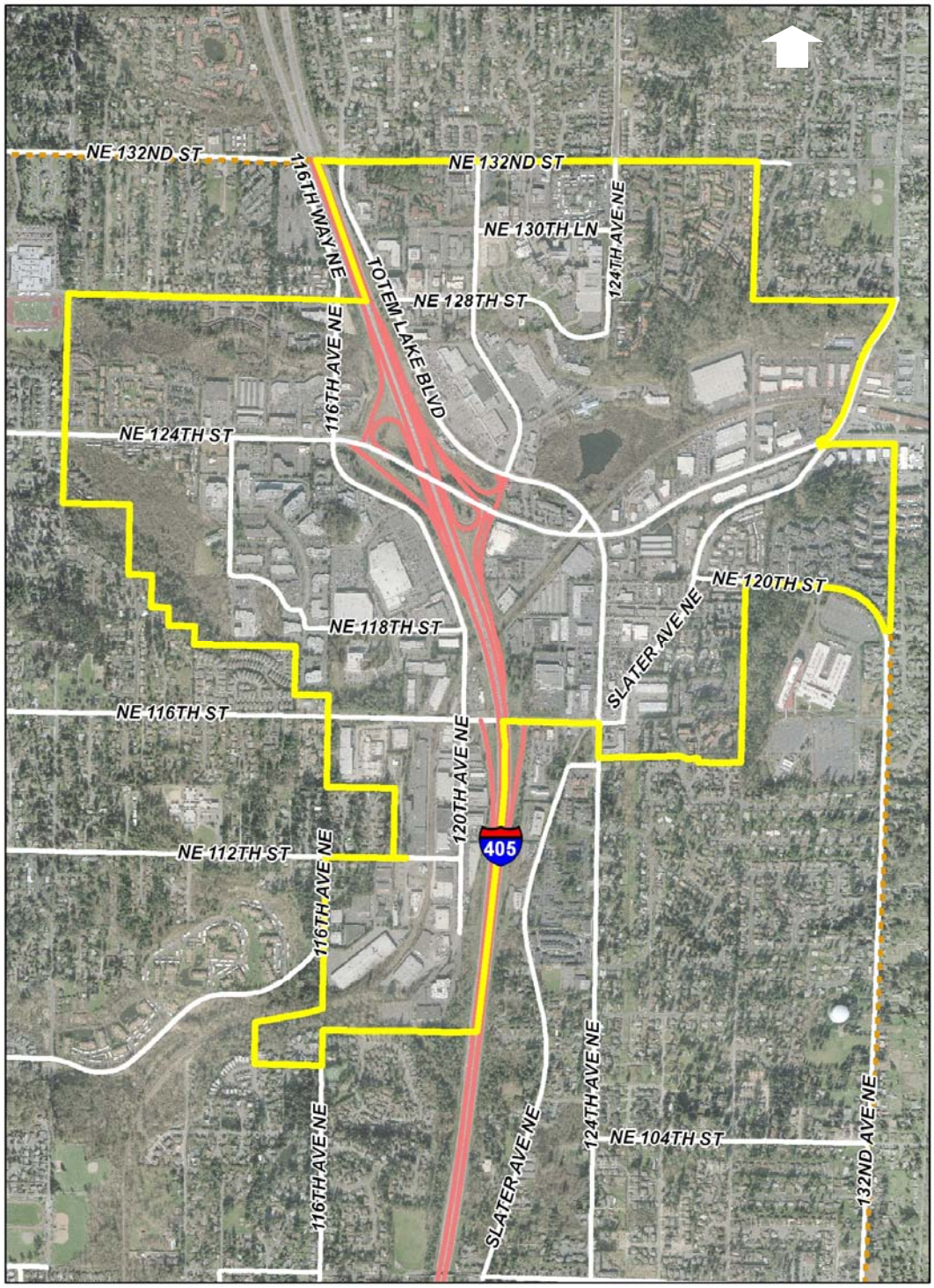
SR 522. TLUC is about one mile south of the SR-522/405 interchange. SR-522 carries traffic east to Woodinville and Monroe, west through Kenmore, Lake Forest Park, and to Seattle. SR 520 intersects I-405 about 5 miles south of the Totem Lake area.

Principal arterials connect Totem Lake area with other regional locations. The principal arterials are NE 124th Street, which runs east-west and provides access to I-405, Juanita, and Redmond, and 124th Ave NE, which runs north-south and provides access to Woodinville and Bothell. NE 132nd Street is the north city limit which runs east-west and provides access to Bothell and Woodinville/Redmond. NE 116th Street runs east-west and provides access to Bothell and I-405. Totem Lake Boulevard is the continuation of 124th Avenue NE to the north and provides access into Bothell.

Minor arterials provide connections between principal arterials and serve as key circulation routes within Kirkland. The minor arterials are 132nd Avenue NE, NE 128th Street and NE 120th Street.

Collectors distribute traffic from arterials to local streets. Local streets give access to individual properties and connect to collectors. The collectors are 132nd Avenue NE, 120th Avenue NE, 113th Avenue NE, NE 118th Street and NE 130th Lane.

Figure 3. Totem Lake Transportation Network



4. Existing Transit Service

The TLUC is served by a number of different routes that are operated by King County Metro Community Transit and Sound Transit. There are 12 transit routes that serve the TLUC. Most of these also serve the Kingsgate Park and Ride. Figure 4 and 5 shows the routing and frequencies for Totem Lake Urban Center.

Routes 252, 257, 260, 277, 291, 342, 644 and 952 are METRO peak only routes.

Routes 230, 234, 236, 238, 245, 255 and 630 are METRO all-day routes with 30 minutes headway or better.

Route 935 is METRO all-day routes with 60 minutes headway or better.

Route 630 provides peak-only services between the I-405/NE 160th Street stop in Kingsgate and Bellevue with 30 minutes headway until the Totem Lake Freeway Station is completed in the fall of 2007 then Route 532 and 535 will provide service between Snohomish County and Totem Lake.

Route CT 424 services the Snohomish P&R, Monroe P&R, Totem Lake Freeway Station, the UW Montlake freeway transit station and Downtown Seattle. The route operates three weekday AM and four PM peak periods.

The Kingsgate park-and-ride is served by Metro 230, 238, 252, 255, 257, 277, 291, 630, 644 and 935.

Data from 2000 indicates that approximately 1182 daily person trips occurred at the Kingsgate park-and-ride with nearly 75 percent of these trips occurring during the peak hours.

Sound Transit has plans for a new transit center to be located on the east side of I-405 near the Evergreen Health/Hospital Medical Center campus and the Totem Lake Mall. In addition, a new direct access HOV interchange is nearly completed and provides access to NE 128th Street, just south of the Kingsgate park-and-ride lot. The new Totem Lake Transit Center will operate with the direct access ramps. The project schedule shows that the direct access ramp project would be completed in 2007, but the transit center would be completed in 2008.

With the new Totem Lake Transit Center and Totem Lake Freeway Station and direct access ramps, Sound Transit will provide all-day services to the Totem Lake with Route 532 and 535; these routes will have 30 minute headway. In addition Route 535 will be enhanced with greater frequency and serve the new transit center.

Metro Routes 230, 236, 238, 255, 291 and 935 will provide services to the new Totem Lake Transit Center. Route 255 is one of the core connections identified for potential improvements as part of the *Transit Now* program.

Figure 4. Totem Lake Urban Center Transit Service

Figure 5. Transit Route Frequencies

Some High Occupancy Vehicle (HOV) priority treatments are provided in the Kirkland area, mostly on on-ramps to I-405 and on I-405 itself. These treatments increase transit reliability and reduce travel time for the transit routes, which operate on the corridors with treatments. HOV lanes are provided on the inside lanes on I-405 through the City of Kirkland in both the northbound and the southbound directions.

Ramp metering and queue bypass lanes at interchanges in Kirkland also facilitate transit service reliability and increased travel times. The queue bypasses located at the Totem Lake study area are at:

- NE 116th Street/ I-405 Interchange: southbound on-ramp
- NE 124th Street/ I-405 Interchange: southbound on-ramp

5. Parking Supply and Availability

The latest parking study for Totem Lake was completed in 2004 with the Modeling TDM Effectiveness Study (TEEM). Only a limited supply of on-street parking is available in the study area. However, a good amount of well utilized on-street parking was observed near the Evergreen Health/Hospital Medical Center. All parking in the Totem Lake area is free. Some lots and spaces are designated for employee, visitor and/or customer parking only.

As found in the parking inventory which was performed as part of TEEM Study, the total off-street, non-residential parking capacity in the Totem Lake study area is 11,869 spaces. The total weekday, mid-day demand was found to be 5,784 vehicles, or 49 percent. Table 1 provides the number of spaces for each employment classification.

Currently, about 1,483 parking spaces are located at the Totem Lake Mall and 1,997 parking spaces are located at the Evergreen Health/Hospital Medical Center. The Hospital is currently under construction and the completion of the Evergreen Health/Hospital Medical Center Master Plan in 2012 will provide approximately 3,216 parking spaces.

The Totem Lake Mall has plans to increase its development to include additional retail, office and residential uses along with 1,410 additional parking stalls. It is anticipated that Totem Lake Mall will be completed in 2011.

Since 2000 approximately 1,700 parking spaces have been added through new and re-developments. Most of the additional spaces were added with the expansion of the Evergreen Health/Hospital Medical Center Master Plan and the Evergreen Medical Plaza redevelopment. These two redevelopments accounts for approximately 1,100 additional parking spaces.

Parking Supply and Demand by Type

The latest most comprehensive parking supply and demand data and assessments are taken from the TEEM Study. Since parking is plentiful and free it is anticipated that the current parking demand to supply ratio would be similar to year 2000.

Table 1. Parking Supply & Demand

	Parking Type			
	Retail	**Office**	**Other**	**Total**
2000 Supply	6,028	3,768	2,073	**11,869**
2000 Demand	2,139	2,021	1,624	**5,784**
2000 D/S Ratio	0.35	0.54	0.78	**0.49**
2030 Supply				**20,790**
2030 Demand				**10,756**
2030 D/S Ratio				**0.52**

The City recognizes that there is a massive amount of free parking in the TLUC and among the target population and it may be difficult to attain our goals with the basic CTR plan. The City plans to work with employers to implement a parking management program to minimize make it less attractive to drive alone.

6. Pedestrian and Bicycle Facilities

The non-motorized transportation system is not well established in Totem Lake, with some areas missing pedestrian facilities entirely. In addition, there are inadequate east-west crossings across I-405. Figure 6 and 7 illustrates the non-motorized networks.

NE 132nd Street, NE 124th Street and NE 116th Street provides east-west access across I-405 but only NE 132nd Street has continuous marked bike lanes across I-405. NE 116th Street has marked bike lanes from Juanita Beach Park to the Burlington Northern Railroad tracks and stop short at the I-405 interchange and east. The newly constructed NE 128th Street overpass will provide east-west I-405 crossing for pedestrians and cyclists. Adjacent to the Totem Lake area, a bike lane begins at the edge of the area but does not extend through Totem Lake's commercial area on NE 124th St.

NE 132nd Street has bike lanes from 100th Avenue NE to 132nd Ave NE. On 124th Ave NE, bike lanes are marked from near NE 124th St south to NE 85th Street. Slater Avenue NE has continuous bike lanes in both directions. 116th Avenue NE has a bike lane in the north direction from NE 116th Street to NE 124th Street. Figure 5 and 6 shows the pedestrian and bicycle transportation network, respectively.

There are no continuous sidewalks crossing I-405 on either principal arterials south of NE 128th Street. Sidewalks on north-south arterial are more complete.

The City of Kirkland adopted a Non-Motorized Transportation Plan in 2001. It established a long-term future vision of Kirkland regarding pedestrian and bicycle circulation and identified general actions that the city should undertake to provide for a more comprehensive non-motorized system. Plans include providing a pedestrian/bicycle overpass at NE 128th over I-405, plans to complete segmented pedestrian facilities on arterial streets; continuing the bike lanes on NE 116th Street from west of I-405 and connecting to Slater Avenue east of I-405; provide bike lanes on 124th Avenue NE; working with King County to develop a regional off-street shared use path along the Burlington Northern Santa Fe railroad; and adding bike facilities in the Totem Lake Mall commercial area.

Figure 6. Pedestrian Transportation Network

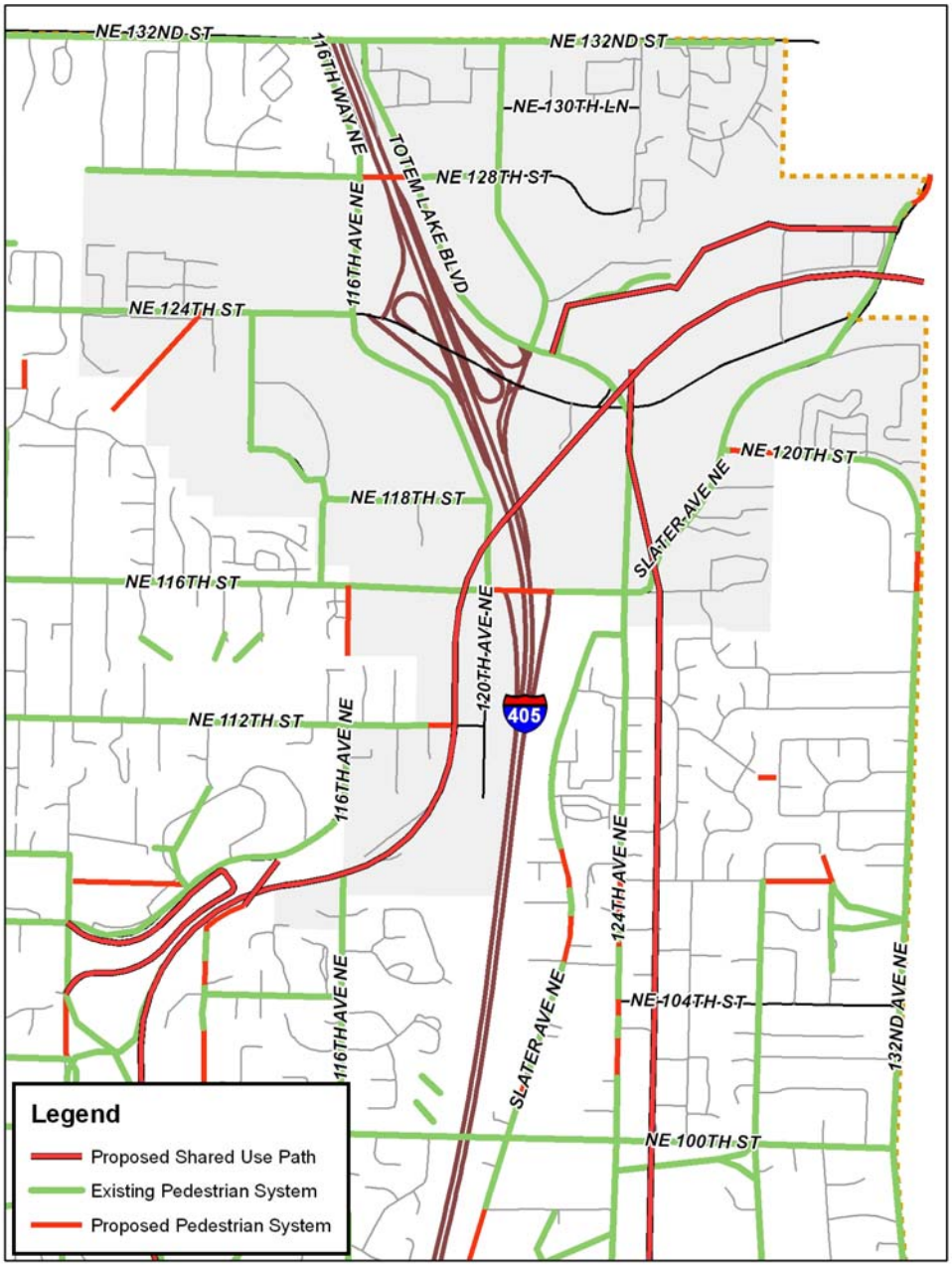
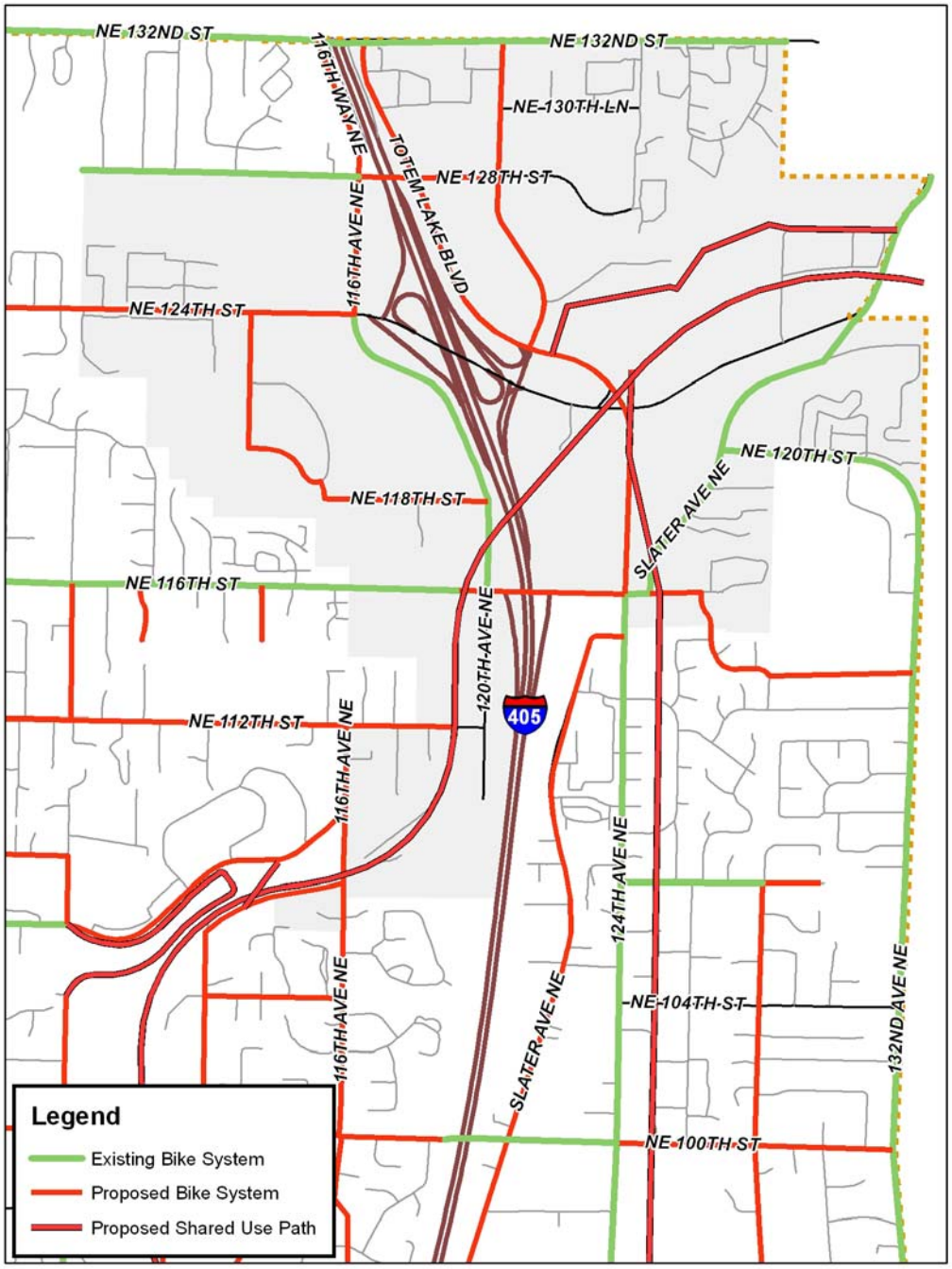


Figure 7. Bicycle Transportation Network



7. Travel Behavior Inventory

The following section describes the travel behavior for Totem Lake Urban Center. Information was taken from either the Totem Lake Neighborhood Plan or the PSRC/Trans-lake Model. Figure8 and 9 show the current daily and PM peak hour traffic conditions in TLUC.

Figure 8. Dual Direction Average Daily Traffic (ADT)

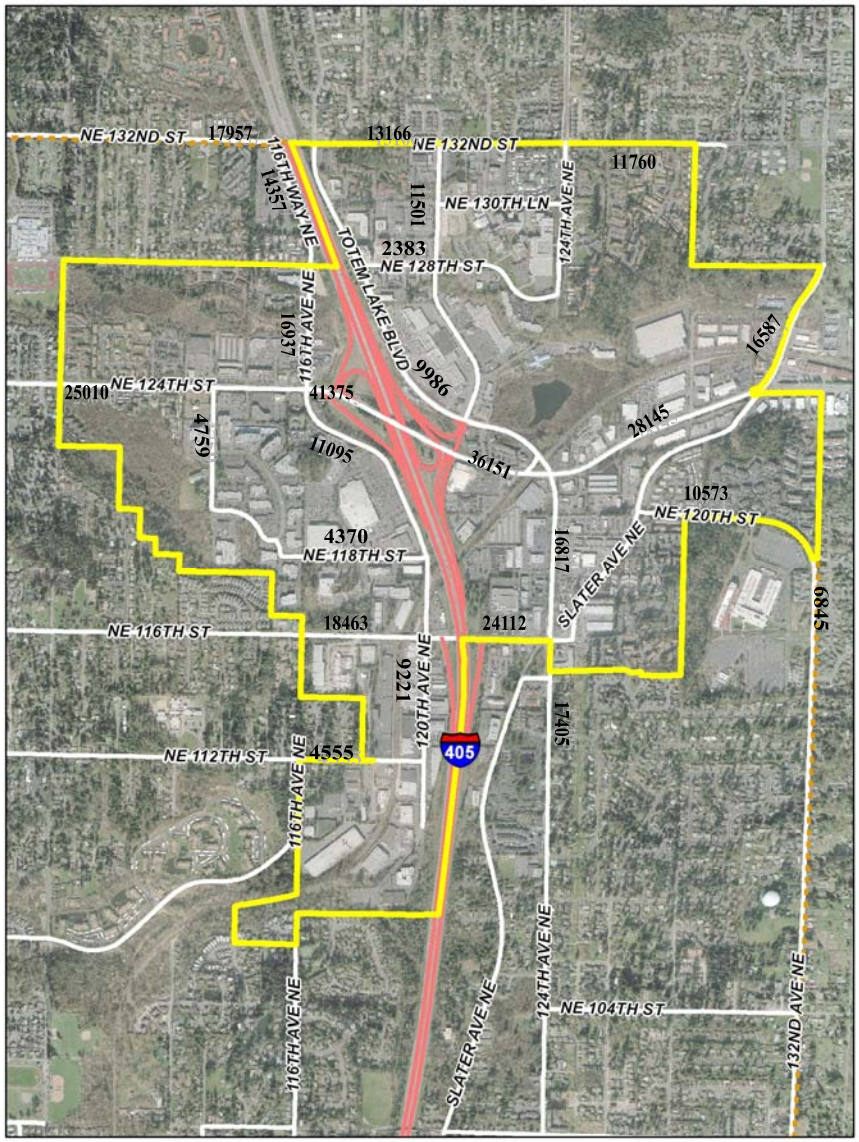
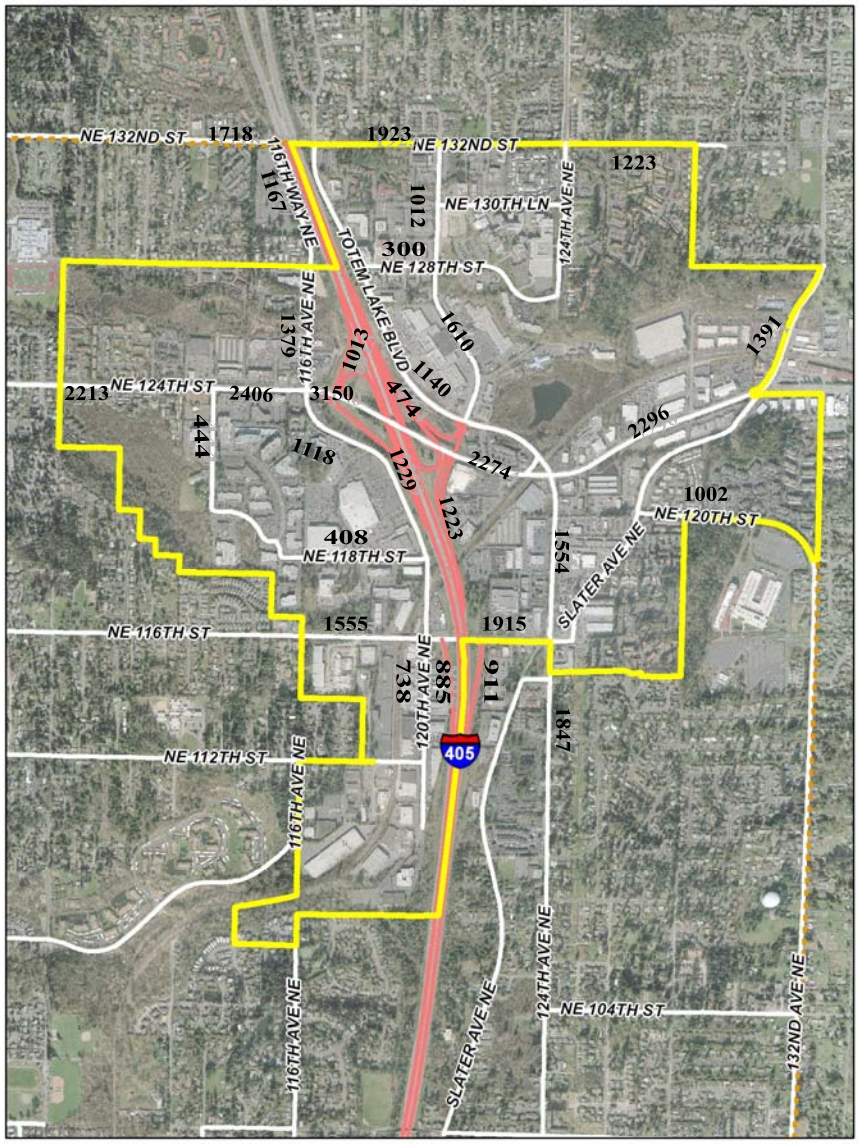


Figure 9. PM Peak Hour Traffic (vehicle per hour)



Person and Vehicle Trips

Existing trip generation is 127,279 daily person trips. Totem Lake generates about 25% of the total trips within Kirkland. About 8 percent of Totem Lake trips stay within Totem Lake. The person and vehicle trips for study area employees and residents are illustrated in the following table (from the PSRC/Trans-Lake model). The area is expected to see more than 10,000 additional daily employee trips; the number of vehicle trips will increase 8,000. Table 2 shows the 2007 and 2030 estimated commute trips.

Table 2. Commute Trips

	Person Trips		Vehicle Trips	
	2007	2030	2007	2030
Study Area Employees	18, 390	24,390	8,305	19.654

Vehicle Miles Traveled

The vehicle miles traveled to work in Totem Lake by employees is illustrated in table 3. Carpool users traveled farther than the other modes; this is different than the VMT patterns in most of the other case studies where vanpools travel the furthest.

Table 3. Average Vehicle Miles Traveled by Mode

Mode	**Vehicle Miles Traveled to Work**
Drive Alone	15
Carpool	21
Vanpool	18
Transit	14
Non-Motorized	0

Average Vehicle Occupancy for Commute Trips

The average vehicle occupancy for vehicle trips is shown in Table 4.

Table 4. People per Vehicle

	Average Number of People
Drive Alone	1.00
Carpool	2.08
Vanpool	8.76

8. *Historical CTR Mode Shares by Year*

Carpooling has been the most commonly used mode by employees, ranging from 11 to 18 percent. The drive-alone percentage has maintained at about 78% over the past 10 years as shown in table 5.

Table 5. Mode Share for CTR Employers

	Number of Employees	Drive Alone	Carpool	Vanpool	Transit	Non-motorized	Other
1993	4	82%	14%	0%	1%	3%	1%
1995	5	79%	18%	0%	1%	2%	0%
1997	7	73%	18%	1%	5%	2%	1%
1999	9	79%	15%	0%	4%	2%	0%
2001	18	78%	13%	1%	3%	2%	3%
2003	14	79%	12%	1%	3%	1%	4%
2005	9	79%	11%	1%	4%	2%	3%

10. History with TDM

The City of Kirkland requires that all office building of 50,000 square feet or more establish a transportation management plan (TMP). Eight buildings in Totem Lake are TMP sites. Transportation Management Plans include measures designed to help reduce automobile travel. Measures include commuter information centers, preferential parking for carpools and vanpools, parking charges, bike lockers, showers, and racks. The following TMPs have been established in the TLUC:

TMP Site Name
Evergreen Hospital Medical Center
Forbes Lake Corporate Center
Kirkland 405 Corporate Center
Lake Washington Technical College
Lakeshore Clinic
Lakeview Office Building
Touchstone Office Building
Virginia Mason Clinic East

In addition to the TMPs, the TLUC has the following CTR-affected work sites:

- Evergreen Health Care
- House Value Inc.
- Wireless Data Services North America Inc.
- DR Horton
- Verizon NW Inc.

11. Local and Regional Economic Development Plans

Totem Lake has healthy retail and office areas as well as tremendous potential for growth. The City plans to nurture and support existing uses as well as new growth. Public support can be provided through appropriate levels of public infrastructure, a streamlined efficient regulatory review process, development standards that encourage high quality development, designation of sufficient land for commercial development and a variety of other mechanisms.

D. Projected Future Conditions and Characteristics

1. Population and Employment Growth

The population of the TLUC is expected to increase by 1600 people over the next 23 years. Projected population for TLUC in 2030 is 6,064 people.

Over the next 23 years, employment is expected to increase by over 10,000 employees, doubling the current base. More than 7,000 of the new jobs will be in the office sector, and retail employment will gain about 2,000 jobs. Table 6 summarizes the 2030 employment forecast by type.

Table 6. Forecasted 2030 Employment

Employment by Type	Year 2030
Retail	4,607
Office	11,470
Other	3,243
Total	19,321

E. Gap Analysis

For the City to be successful in reducing drive alone trips in the Totem Lake area, the City will need to address the following barriers:

1. Transit Services
   Although many of the arterials are served by transit, they have limited frequency. Many of the routes do not accommodate the schedules of health care workers in the Totem Lake area. In addition, many of the routes do not connect employees to their origins.

   Other services that are lacking at TMP and other non-CTR sites in Totem Lake include on-site employer assistance for transit and ridesharing programs and offering car sharing services.

2. Parking Policies and Management

   One of the barriers for achieving successful reductions in drive alone travel is the lack of policy for parking management for both on-street and off-street. Currently, parking is free at work sites and most sites have little or no capacity constraints. Because parking is free and unconstrained, commuters do not have disincentive to seek alternative travel options.

3. Subsidies for Transit and Ridesharing

   With the exception of CTR-affected work sites, most TMP work sites do not offer subsidies for their employees for transit and ridesharing activities. Subsidies for transit and ridesharing would help increase participation for these activities.

4. Lack of Awareness for Travel Alternatives

   With the exception of employees who work at CTR-affected work sites, there is a lack of awareness for commute alternatives among employees and residents in Totem Lake. To increase awareness of transit and ridesharing services, the City could market and promote these services to small employers and residents.

A. Proposed Goals and Targets for GTEC

The Totem Lake GTEC program builds upon the City's successful CTR program by expanding the program to unaffected work sites and residential groups. The GTEC program will primarily focus on the TMP sites and entry level employees at retail and service types of employment. The entry level employees are more susceptible to change their commute option because the relative cost of their commute is proportionally higher when measured against their income. The TLUC has very few single-family residents; most are multi-family residents. The secondary goal is to bring awareness and opportunities for multi-family residents to change their commute options.

The goal of the GTEC program is to reduce drive alone trips by 10% and vehicle miles traveled by 13% at CTR-affected as required by the base CTR Program; and to reduce drive alone trips by 10% at non CTR-affected work sites plus increase transit use by residents by 5%. As required by state law, the target is more aggressive than the base target mandated by the CTR law because it also targets the non CTR-affected work sites. Based on these target populations, the following targets have been established for reducing drive-alone vehicles and vehicle miles traveled for Totem Lake.

Target Population	Base Drive Alone Rate	Goal	Target Drive Alone Rate	Base VMT	Goal	Target VMT Rate
Employees at CTR-affected work sites	77.8%	Reduce by 10%	70%	14	Reduce by 13%	12.2
	There are currently 3,825 employees who work at CTR-affected work sites. Based on the current drive alone rate of 78% for commuters in Totem Lake at CTR-affected sites, approximately 842 commuters currently use non-drive alone modes. Based on a target of 70% for non-drive alone modes, the City plans to increase the number of commuters using non-drive alone modes at CTR-affected sites by 306.					
Un-affected work sites	There are approximately 6,000 employees who work at un-affected work sites. For the year 2013, the City has set a target for increasing the number of commuters using non-drive alone modes by 600 (approximately 10% of current population).					
Residential developments	There are approximately 4,394 people living in Totem Lake. The City plans to work with residential developments and promote transit and ridesharing activities among residents living in multi-family buildings. For the year 2013, the City has set a target for increasing the number of residents using transit by 220 people (approximately 5% of the residential population).					
Entire GTEC area	For the entire GTEC area, the City has set a target of converting 906 commuters and 180 residents to using non-drive alone modes.					
Entire City	77.8%	Reduce by 10%	70%	11.2	Reduce by 13%	9.8

B. Proposed Performance Measures

The City is required to measure the progress towards achieving the goals. Every year, the City will prepare an annual report and every two years, the City will conduct surveys of employees and residents to determine their travel behavior. The City plans to use the WSDOT CTR survey as the survey instrument. Listed below are the proposed measures and the scheduled dates for measuring progress.

Performance Measure	Agency Responsible	Scheduled Date
Percentage of commuters using non-drive alone modes	City of Kirkland	Every two years beginning fall 2008
Number of un-affected employers participating in transit and ridesharing programs	City of Kirkland	Every two years beginning fall 2008
Number of residential buildings participating in transit and ridesharing programs.	City of Kirkland	Every two years beginning fall 2008
Transit ridership on Totem Lake transit routes	King County Metro Transit	Every two years beginning fall 2008
Vanpool ridership for vans traveling to Totem Lake	King County Metro Transit	Every two years beginning fall 2008

C. Relationship to Other City Mode Share Goals

The City of Kirkland Comprehensive Plan has a goal of a SOV rate of 65% by the year 2022. If the SOV rate reduction is achieved by the proposed GTEC and CTR program and continues beyond 2012 then the Comprehensive Plan goal would be met by the year 2016 for the Totem Lake Urban Growth area.

The City of Kirkland proposes to implement the following elements as part of its GTEC program and has the responsibility for a successful program. Implementation of the elements will be done in partnership and coordination with other agencies. Listed below are the following planned local services and strategies for achieving the established goals and targets

A. Proposed Target Population

As a major employment center, the TLUC has a strong market for increasing transit and ridesharing activities. Populations that will be targeted for transit and ridesharing activities include:

- Employees working in the health care facilities and the service industry
- Employees who work for non-CTR work sites
- Employees who work at TMP work sites
- Residents who live in multi-family buildings

B. Proposed Strategies for Achieving Goals

Strategy	Description
Provide a CTR Employee Coordinator and/or Develop a partnership to promote and manage the GTEC program	Provide a 0.5 FTE and/or contract with a consultant such as King County Metro to administer the GTEC program for Totem Lake.
Parking Management	Work with employers and property managers to implement parking management at work and residential sites. Review on-street parking policies and look for ways to reduce parking capacity.
Transit Services (*Transit Now Service Partnership Program for 2008 to 2013)*	Work with King County Metro Transit and Sound Transit to increase bus service to the TLUC. The City of Kirkland will participate in the *Transit Now Service Partnership Program for 2008 to 2013* with King County and other jurisdictions to increase transit service.
Vanpool Services	Promote vanpool services such as ridematching and vanpool training to employees and residents through programs such as *Metro Rideshareonline*, *Fill-it Up* campaign and *Flexpass* program.
Ride Fast Ride Easy Program	A Local program being established to promote vanpool, ride matching and transit use to entry level employees in the retail and service sector with match funding from Metro JARC program.
Marketing and Promotion along with the Ride Fast Ride Easy Program	Market and promote transportation alternatives to employees and residents using a variety of material such as brochures, fliers, web sites, and on-site promotions.
Bicycle and Pedestrian Facilities	Improve bicycle and pedestrian facilities based on the Totem Lake neighborhood plan and at major employer sites.
Subsidies	Provide subsidies for carpools and vanpools to employees and residents.
Flexpass	Promote an area-wide flexpass or similar program that offers discounted transit passes to employees.
Residential Transit Subsidies	Develop a residential program to increase transit ridership through match funding and subsidies.
Car Sharing	Work with car sharing providers to implement a car sharing program in Totem Lake.
Telework	Work with employers to develop a telework program. The program will consist of educating employers about the telework program and offer assistance for IT and human resource issues.
On-Site Employer Assistance	Provide on-site assistance to both CTR-affected and unaffected employers. Assistance may include on-site promotions, developing program strategies and measuring performance.

C. Schedule for Implementing Program Strategies and Services

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

Program Strategy or Service	Agency Responsible	Scheduled Date for Implementation
Policies and Regulations		
Amend Comprehensive Plan to include Totem Lake GTEC program	City of Kirkland	July 2008
Review parking policies and parking code requirements for Totem Lake	City of Kirkland	2009 and beyond
Services and Facilities		
Totem Lake transit center	Sound Transit	2008 and beyond
Enhance transit services in Totem Lake	King County Metro, Sound Transit/City of Kirkland	2008 and beyond
Marketing and Incentive Programs		
Provide a CTR Coordinator and/or Develop a partnership to promote and manage the GTEC program	City of Kirkland, Consultant	2008 and beyond
Promote area-wide Flexpass	City of Kirkland, King County Metro	2008 and beyond
Develop a residential transit pass program	City of Kirkland, King County Metro, Consultant/City of Kirkland	2008 and beyond
Develop marketing and promotional campaign	Totem Lake CTR Coordinator/City of Kirkland	2009 and beyond
Develop a recognition program to identify employers that implement a CTR program and to promote the GTEC program	City of Kirkland/Consultant	
Develop Totem Lake web site	Totem Lake CTR Coordinator/City of Kirkland	2009 and beyond

E. Proposed System for Measurement and Reporting

To determine whether the GTEC program is making progress towards achieving its goals and targets, the City proposes to perform an evaluation of the GTEC program every two years. The program evaluation will begin in 2009 and consist of the following elements:

- Survey employees at CTR-affected and unaffected work sites to develop a representative sample.
- Survey residents at buildings that are participating in transit and ridesharing activities.
- Review transit ridership numbers for Totem Lake transit routes.
- Review vanpool participation rates for vans traveling to Totem Lake.
- Conduct interviews with ETCs at CTR-affected and non-CTR work sites.

The following financial analysis identifies revenues and expenses that are associated with the City's GTEC program. The following is a description of the available funding sources that the City may secure to implement its GTEC program plan.

A. Program Funding Sources

Funding Source	Responsible Agency	Estimated Amount FY 2008	Estimated Amount FY 2009	Estimated Amount FY 2010	Estimated Amount FY 2011	Estimated Total Amount
GTEC Grants	WSDOT	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 200,000
TRPP Grants	WSDOT	$45,000	$45,000	$45000	$45,000	$180,000
CMAQ Funds	RTPO- PSRC	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$100,000
King County JARC Funding	King County Metro	$20,000	$20,000	$20,000	$20,000	$80,000
Local Funds from Operating Budgets	City of Kirkland	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$200,000
METRO (may include in kind cost)	METRO	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$200,000
Employer Contributions	Employers	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$20,000
I-405 Mitigation Funds for Construction Projects	WSDOT	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$200,000
Local Partnerships (*Transit Now* Program)	City of Kirkland and Other partnering Cities, King County	100,000	100,000	100,000	100,000	400,000
Total Funds Available:		$ 395,000	$ 395,000	$ 395,000	$ 395,000	$ 1,580,000

The GTEC program expense include program administration, employer assistance, policy and regulation development, promotional activities and materials, transit and ridesharing services, flexpasses, custom mode share survey, program measurements, annual reporting and implementation of supporting facilities. These program expenses will determine the minimum necessary funding level to implement the GTEC program.

B. Program Expenses

Expense	Responsible Party	Estimated Amount FY 2008	Estimated Amount FY 2009	Estimated Amount FY 2010	Estimated Amount FY 2011	Estimated Total Cost
Prepare local GTEC plan and ordinance	City of Kirkland	$ 10,000	$ 0	$ 0	$0	$ 10,000
Administer GTEC program (contract management, program measurement, annual reporting, coordination meetings, custom survey)	City of Kirkland, Consultant	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 100,000
Promote supporting vanpool services- rideshareonline, Fill-it Up campaign, Ride Fast Ride Easy Program	King County Metro, City of Kirkland	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 200,000
Increase Transit Service	City of Kirkland, King County, Participating Partners	$100,000	$100,000	$100,000	$100,000	$400,000
Offer program incentives, promotions and recognitions	City of Kirkland, King County Metro, Employers	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$200,000
Offer Area-wide Flexpass and residential transit pass	City of Kirkland, King County Metro	$200,000	$200,000	$200,000	$200,000	$800,000
Marketing and Promotion materials	Commuters, Residents	$50,000	$50,000	$50,000	$50,000	200,000
Web Site information & promotion	Commuters, Residents	$10,000	$10,000	$10,000	$10,000	$40,000
Total Expenses:		$495,000	$495,000	$495,000	$495,000	$1,980,000

Summary of Expenses					
	FY 2008	FY 2009	FY 2010	FY 2011	Total
Anticipated Revenue	$395,000	395,000	$395.000	$395,000	$1,580,000
Expenses	$495,000	495,000	495,000	495,000	$1,980,000
Shortfall:	($100,000)	($100,000)	($100,000)	($100,000)	($400,000)

C. Funding Gaps

Based on the expected revenues and expenses of the City's GTEC program, the City is expected to have a shortage of funds for the GTEC program. To fund these programs, the City will pursue grants and contributions from the following sources:

- Federal grants
- Employer contributions
- Additional Local Funding

As part of its strategic plan for implementing the GTEC program, the City plans to work in partnership with the transit agencies and neighboring jurisdictions.

Listed below are the organizations that will be involved with the implementation of the City's GTEC. Their roles and responsibilities are described as follows:

Agency/Organization	Roles and Responsibilities
City of Kirkland	Administer GTEC program, conduct program evaluation, implement bicycle and sidewalk facilities and implement parking management strategies.
King County Metro Transit	Provide transit and ridesharing services. Implement Totem Lake transit center. Market and promote TDM programs to employees and residents, coordinate services with King County Metro and employers, coordinate networking meetings.
City of Kirkland, King County Metro Transit & partnering Cities	Partner with other jurisdictions and Metro on the *Transit Now* program to increase transit services.
Sound Transit	Completion of the Totem Lake Transit Center and the I-405/NE 128th St Express Stop and provide additional services to Totem Lake.
WSDOT	Provides matching funds to implement the GTEC Plan
Employers	Offer program incentives to employees; participate in networking meetings, survey employees.
Residential Buildings	Offer program incentives to residents; participate in networking meetings, survey residents.

Agency or Organization	Strategy or Service	Projected Date for Completion
City of Kirkland	The City will be responsible for overseeing the GTEC program and coordinating the services of the different partners. It will be responsible for setting and tracking goals, administering the funding agreement with WSDOT and performing program evaluation. It will also implement bicycle and sidewalk facilities.	On-going
King County Metro Transit	King County Metro will be responsible for providing transit services to the Totem Lake area, implementing the new Totem Lake transit center, offering vanpool services and administering the regional ridematching system.	On-going
TDM Consultant	A TDM consultant may be contracted and will be responsible for conducting outreach to employers, conducting promotions, coordinating ridesharing and transit programs with King County Metro and developing support for TDM programs.	Fall 2008
Employer	Employers will help promote TDM programs to their employees, provide incentives, and participate in regular network meetings.	Fall 2008
Residential Group	Residential property owners will be responsible for promoting TDM program to their residents, surveying residents and participating in regular network meetings.	Fall 2008

The GTEC program was developed in consultation with the following organizations and individuals:

Organization	Meeting Date	Issues Discussed
Kirkland Transportation Commission	January 24, 2007, May 23, 2007	A briefing was conducted to the Kirkland Transportation Commission to discuss the Kirkland CTR plan and GTEC program. The Commission discussed the existing conditions of the CTR employers and Totem Lake area. The Commission supported the idea of a GTEC program for Totem Lake.
Employers in Totem Lake (Evergreen Health Care, Fred Meyer, Courtyard by Marriott	April 3, 2007	Kirkland staff met with employers who are located in the Totem Lake area to discuss the proposed GTEC program. Employers support the City's efforts to reduce drive alone vehicles in Totem Lake and wanted more information about commute alternatives. They expressed interest in the vanpool program, transit center and transit services, ridematching. They also supported meeting regularly to develop solutions and ideas for encouraging more commuters to participate in transit and ridesharing programs.
Fred Meyer, Marriot Courtyard, Pacific Medical Center, Trader Joes', Old Country Buffet, Ross, Famous Footwear, Rite Aid, Costco Home, Baymont Inn & Suites, Carlton Inn, D.R. Horton Company, Lake Washington Technical College, Virginia Mason, Touchstone I-405 Corporate Park, Costco Home, Lakeshore Clinic, Totem Lake Plaza, Comfort Inn, Madison House, Triad Associates, Value Village, Olive Garden, Azteca, Residence XII, Aegis Lodge at Totem Lake, Office Max, Aegis of Kirkland	Between March 19, 2007 and March 30, 2007.	Door to door solicitation.

King County Metro	March 12, 2007	Met with King County Metro discuss potential strategies for the GTEC and potential matching funding for the GTEC.
City of Bothell, City of Mercer Island, City of Woodinville, City of Renton, City of Bellevue, city of Redmond, City of Issaquah	April 30, 2007	Meeting to discuss coordination between jurisdictions for future CTR and GTEC programs.
City of Bothell, City of Mercer Island, City of Woodinville, City of Renton, City of Bellevue, city of Redmond, City of Issaquah	May 21, 2007	Meeting to discuss coordination of GTEC programs between jurisdictions.
Draft GTEC and CTR plans were emailed to Bellevue, Redmond, King County METRO, Sound Transit, City of Seattle	May 24, 2007 June 25, 2007	Draft GTEC program was sent out for comments.
King County Metro	June 6, 2007	Met with King County Metro to review the draft GTEC Plan
Kirkland City Council	July 17, 2007	The GTEC Plan will be presented to the Kirkland City Council for recommendation

The following items are included with this GTEC plan as part of the application for GTEC certification:

1. Copy of the City's resolution to designate the GTEC and adopt the program plan.

2. Letter from the local transit agency endorsing the designation of the area as a GTEC.

3. Letters of support from partners that are expected to contribute resources.

SECTION VIII. RELATIONSHIP TO LOCAL CTR PLAN

The Totem Lake GTEC program builds upon the City's existing CTR program. The City will continue to work with major employers in the CTR program to reduce drive alone travel and vehicle miles traveled. In addition to the City's CTR program, the City plans to expand CTR activities to unaffected employers and residential groups.

By expanding the CTR program to Totem Lake through a GTEC program, the City will help improve air quality, reduce traffic congestion on state highways and local streets, and help achieve the goals and vision of the Totem Lake neighborhood plan. Described below is the relationship between the Totem Lake GTEC program and the City's Local CTR plan.

Base CTR Program	GTEC Plan	Expected Benefits
The base CTR program will continue to focus on major employers in Totem Lake. Totem Lake currently has four major employers.	The GTEC program expands efforts to reduce drive alone trips to the following markets: 1) Health Care employees; 2) Totem Lake Mall employees; 3) Residents in Totem Lake; 4) entry level employees.	Additional efforts to reduce drive alone trips will help reduce traffic congestion in Totem Lake, improve air quality and help achieve the goals and vision of the City's Totem Lake sub area plan.