



CITY OF KIRKLAND
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To: Dave Ramsay, City Manager

From: Thang T. Nguyen, Transportation Engineer
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Date: September 23, 2008

Subject: CTR Plans, GTEC and TRPP Grant Applications Update

This is an update on the progress of the CTR Plan and Ordinance adoption and other commute trip reduction programs (Green Bike) the City of Kirkland is involved in. The City of Kirkland CTR Ordinance has been updated to satisfy the new CTR Efficiency law.

Recommendation

It is recommended that the Council authorize the Mayor to sign the attached CTR Ordinance and to adopt the updated CTR Plan.

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.

The City Council approved the CTR and GTEC plans last September. A resolution was passed by Council approving the designation of Totem Lake as a GTEC in February 2008. We are in the process of amending our CTR ordinance to put the CTR Plan into effect. The adopted CTR Plan has been modified with updated information on the CTR sites' mode split and corresponding CTR goals. The City Council also approved a budget of \$50,000 to fund the CTR plan.

The trip reduction goal for the City documented in the CTR Plan was 70% SOV and 12.2 VMT by 2011 based on the 2005 survey. The CTR Board has revised the requirement and is requiring the goal to be based on a more recent 2007 employee commute trip survey. WSDOT is still processing some of our CTR employers' survey results and we will have some new CTR employees (Nintendo and Google) so we won't know what our actual goal will be until that gets finalized.

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. 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.

The ordinance will put the plan into action by prescribing the requirements employers must follow in order to comply with the Kirkland's CTR regulations and the penalties for not doing so. 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 ride matching 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.

Changes to the ordinance affecting the employers:

	Current	New
CTR worksite must identify themselves	Within 120 days of adopted CTR Ordinance	90 days
Submit a CTR program	150 days of being affected	90 days of being affected
Program implementation	Implement CTR program within 180 days of approval	Implement CTR program within 90 days of approval
New CTR affected site must complete a baseline survey	90 days after being identified as a CTR employers	Same requirement

Modification to CTR Program Elements	At the written request of the employer any time between annual survey	At the written request of the employer but not within 90 days of the annual survey
Implementation of Modified CTR Program Elements	n/a	Within 60 days of approval
Goals		
	Within 2 years meet 15% reduction in SOV & VMT from baseline	Within 1 year after the adoption of the CTR Ordinance, meet 2.5% reduction in SOV and VMT from baseline
	Within 4 years meet 20% & VMT reduction	Subsequent years must show good faith effort to reduce additional SOV trips
	Within 6 years meet 25% & VMT reduction from baseline	Reduce 10% SOV and 13% VMT of baseline by year 2011
	Within 12 years meet 35% & VMT reduction from baseline	
Goal Modification	Employers may request goal modification 60 days prior to the date the worksite is required to submit its program requirements and annual report	Same as current
Employee Commute Survey	Survey every two years in March	Biennial Measurement
Survey Process	Written or On-line Survey	On-line survey unless the employee has no access to on-line survey
Submission of Program Report	None	Regular progress report
Worksite Exemption	May be granted based on hardship, bankruptcy, unable to reduce trips with the CTR program	No Change
Penalty	\$250 per day	No Change
Appeal of the Penalty	Within seven (7) calendar days of receiving a violation notice from the City	No Change

Growth and Transportation Efficiency Centers (GTEC) Update

Our GTEC plan was submitted to the CTR Board for State funding but was not selected. However, the State will be paying for an employer commute survey for our GTEC. This is an approximately \$25,000 service package. With this survey, we will be better equipped to modify our GTEC plan to fit the needs of the Totem Lake area and increase our chances to get outside funding in the next GTEC funding cycle.

We've also receive \$850 from the State for incentive to increase participation in the commute survey and 118 employers have agreed to take the commute survey. We are currently in the process of sending out survey questionnaires to employers. Governor Gregoire and the CTR Board are advocating for increasing funding for CTR and GTEC programs.

Green Bike Project

The City of Kirkland, King County and other cities teamed up and received a \$225,000 TRPP grant to fund our Green Bike Project (GBP). The goal of the GBP is to SOV trips.

The Green Bike Project (GBP) will provide 200 new commuter bikes - and 100 tune ups for existing bikes - to commuters in return for their pledge to reduce drive-alone commuting by 60% during the project. This program is open to all CTR employers located within the jurisdictions that are participating.



The GBP will begin in mid-August, 2008 and will conclude on May 31, 2009. Participants are not required to commute by bike from mid-November through mid-February. However, any bicycle commute trips they make during the winter months will count towards their reduction pledge. At the end of the project, participants who fulfill their pledge will earn sole ownership of their green bike, or if the participant opted for a tune up of their existing bike, be entered into a drawing for a \$1,000 REI gift card.

Seventeen worksites are participating and all 200 bikes and 100 bike tune-ups have been given away to qualified participants. Twenty-five (25) employees at the City of Kirkland are participating in the GBP. Fifteen are receiving new bikes and ten are receiving bike tune-ups. This is a great success; in the past eight years, we've only had three to four additional employees commuting by bicycle on a regular basis. With this program, we are doubling the number of employees that bike to work. If the program meets its goal, we will have a very good chance in securing additional funds to continue the program next year.

City of Kirkland Commute Trip Reduction Plan



August 2008 Update

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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.

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 are traffic and parking congestion, inadequate mobility for non-divers, 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 and parking problems are significant and alternative modes are 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 complex transportation and environmental issues.

I. BASELINE ASSESSMENT

Affected CTR Work Sites

Under the CTR ordinance, there are twelve affected worksites in the City of Kirkland. 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:

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

The attached map of the jurisdiction shows the locations of the CTR worksites (see Appendix A). 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.

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

City of Kirkland – 123 5th Avenue

Existing and planned land use conditions:	<p>The city offices are located on the in the Downtown Activity Area, north of the Central Business District, in a High Density Residential zone.</p> <p>The City plans for further growth to occur within the Central Business District.</p>
Existing and planned transportation facilities:	<p>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.</p> <p>The city plans add or improve signalization within the Downtown Area. No other major roadway improvements are planned for this area.</p>
Existing and planned transit services and facilities:	<p>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. There is a transit center in Downtown Kirkland, near this site.</p> <p>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.</p>
Existing parking conditions:	<p>The worksite contains free parking to employees and visitors. Free on-street parking is available for city employees.</p>
Existing CTR Program	<p>City of Kirkland provides flexpass 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.</p>

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:	<p>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.</p> <p>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.</p>
Existing and planned transit services and facilities:	<p>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.</p> <p>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.</p>
Existing parking conditions:	The worksite contains free parking to employees and visitors.
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:	62%
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.

Digio Broadband, Inc. – 8815 122nd Avenue NE

Existing and planned land use conditions:	<p>This business is located in the Rose Hill Business District, east of I-405. The area is zoned Commercial.</p> <p>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.</p>
Existing and planned transportation facilities:	<p>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 and no marked bicycle lanes.</p> <p>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.</p>
Existing and planned transit services and facilities:	<p>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.</p>
Existing parking conditions:	<p>This business is located in the Rose Hill Business District, east of I-405. The area is zoned Commercial.</p> <p>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.</p>
Existing CTR program	<p>Digio participates in the transportation management program that is offered by the property management. Program includes a \$25/month subsidy for non-drive alone uses.</p>

Digio Broadband, Inc.



Building



Bicycle storage



Parking lot



Carpool parking

City of Kirkland	Digio Broadband, Inc.
ID Number:	E85583
Total Number of Employees:	167
Affected CTR Employees:	59
2011 Drive Alone Goal:	65%
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 Carrillon Point just east of Lake Washington Blvd and Lakeview Drive, major arterials. 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 to Kirkland, Bellevue and Redmond.
Existing parking conditions:	The worksite contains pay parking for employees and visitors. Employer provides a \$72/month subsidy for transit. Reduced rates are offered to carpoolers.
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:	TBD
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 cash out 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:	<p>This worksite is located on Northup Way just east of Lake Washington Blvd, a major arterial. It has easy access to SR 520.</p> <p>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.</p>
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.
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



Northrup 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:	69%
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:	<p>This worksite is located on Northup Way just east of Lake Washington Blvd, a major arterial. It has easy access to SR 520.</p> <p>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.</p>
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.
Existing CTR program:	Employer offers Flexpass to their employees and charges \$7/month for covered parking. Employer also 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:	65%
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:	<p>This business is located in the north end of the City in the Totem Lake Urban Center. The area is zoned Industrial.</p> <p>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 are anticipated.</p>
Existing and planned transportation facilities:	<p>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.</p> <p>The roadway improvements planned near this worksite include improving the intersection of NE 126th Street and 132nd PI NE.</p>
Existing and planned transit services and facilities:	<p>There is one bus route that serves this worksite by Metro Transit, with commuter service to Redmond.</p>
Existing parking conditions:	<p>The worksite contains free parking to employees and visitors.</p>
Existing CTR program:	<p>Employer offers a carpool incentive of \$50/carpooler per month.</p>

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



Building entrance



Pedestrian trail on 126th 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:	<p>This business is located in the north end of the City in the Totem Lake Urban Center. The area is zoned Institutional.</p> <p>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 are anticipated.</p>
Existing and planned transportation facilities:	<p>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.</p> <p>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.</p>
Existing and planned transit services and facilities:	<p>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.</p>
Existing parking conditions:	<p>The worksite contains free parking to employees and visitors.</p>
Existing CTR program:	<p>Employer offers flexpass to employees and promotes non-drive alone alternatives on a regular basis. They also provide priority parking spaces for carpoolers.</p>

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:	63%
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:	<p>This business is located in the Totem Lake Urban Center. The area is zoned Office.</p> <p>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 are anticipated.</p>
Existing and planned transportation facilities:	<p>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.</p> <p>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.</p>
Existing and planned transit services and facilities:	<p>There are two bus routes that serve this worksite by Metro Transit, with service to downtown Seattle, Bellevue and Kenmore.</p>
Existing parking conditions:	<p>The worksite contains free parking to employees and visitors.</p>
Existing CTR program:	<p>Employer offers a subsidy to employees who participate in non-drive alone modes.</p>

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 flexpass to employees and implement telework program for selected employees.

Lake Washington Technical College – 10605 132nd Avenue NE

Existing and planned land use conditions:	<p>This business is located just east of the Totem Lake Urban Center. The area is zoned Institutional.</p> <p>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 are anticipated.</p>
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.
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:	76%
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 flexpass to employees; implement telework program to selected employees.

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

Existing and planned land use conditions:	<p>This business is located at the south end of the Totem Lake Urban Center. The area is zoned Office.</p> <p>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 are anticipated.</p>
Existing and planned transportation facilities:	<p>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.</p>
Existing and planned transit services and facilities:	<p>There are two bus routes that serve this worksite by Metro Transit, with local service to Bothell and Woodinville and commuter service to Seattle.</p>
Existing parking conditions:	<p>The worksite contains free parking to employees and visitors.</p>
Existing CTR program:	<p>Employer offers flexpass to its employees.</p>

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:	TBD
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:	<p>This worksite is located on Lake Washington Blvd, a major arterial. It has easy access to SR 520.</p> <p>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.</p>
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.
Existing CTR program:	Employer offers Flexpass 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:	59%
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 flexpass 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.

The Appendices include 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 stress the same requirements for residential developments.

The Kirkland Zoning Code requires various element that support CTR. The design guidelines requires 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 an 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.

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.
- Increase frequencies on Sound Transit Route 545.

Planning Coordination and Cross Boundary Issues

The City of Kirkland developed its CTR plan in coordination with other CTR-affected jurisdictions in King County. The City of Kirkland also met with representatives from East King County jurisdictions to discuss the proposed GTEC plans.

The City of Kirkland has a number of cross boundary issues that affects its CTR Plan. Many of the commuters who travel to CTR-affected work sites live outside of Kirkland. Commuters travel to Kirkland from Seattle, Bellevue, Snohomish County and South King County. Interstate 405 is the major state facility that commuters use to travel to the City of Kirkland. The City is working with WSDOT to improve I-405 and to provide local access to the facility.

To address other cross boundary issues, the City is working with regional partners on the following:

- Working with King County Metro to provide transit service to the regional hubs.
- Working with Sound Transit to improve transit access to the City.
- Working with WSDOT to coordinate state highway projects, including I-405.
- Working with the PSRC to coordinate on regional TDM issues.

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:

2007 SOV Rate (78% * .10) = 7.8%
 Target Rate = 2007 SOV Rate (78%) – (7.8%) = 70%

Area of Jurisdiction	2007 SOV Rate	Goal	2011 SOV Target Rate	2007 VMT	Goal	2011 Target VMT
City of Kirkland (overall)	75%	10%	67%	12.48	13%	11

Employer	2007 SOV Rate	Goal	2011 SOV Target Rate	2007 VMT	Goal	2011 Target VMT
Kirkland City Hall	74%	10%	67%	10.5	13%	9
Digio Broadband Inc	72%	10%	65%	12.4	13%	11
Eagle Home Mortgage	77%	10%	69%	15.4	13%	13
Evergreen Health Care	70%	10%	63%	10.2	13%	9
FileNET Corporation	69%	10%	62%	9.4	13%	8
House Values Inc	83%	10%	75%	12.5	13%	11
Kenworth Truck Company	72%	10%	65%	12.4	13%	11
Lake Washington Technical College	84%	10%	76%	13.2	13%	11
Who's Calling Inc	TBD	10%	TBD	TBD	13%	TBD
Wireless Data Services North America Inc	TBD	10%	TBD	TBD	13%	TBD
DR Horton	TBD	10%	TBD	TBD	13%	TBD
Electronic Evidence Discovery	66%	10%	59%	10.2	13%	9

TBD- to be determined

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.

To ensure progress in achieving CTR goals, employers should try to achieve a 2.5% reduction in drive-alone from their base drive-alone survey result.

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.

- Parking:

To increase the percentage of commuters using transit, vanpool, carpool and non-motorized forms of transportation, the City should 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 cash out to employees for choose not to drive alone.

In addition to working with its CTR-affected work sites, the City should 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.

- 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.
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.
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.
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

Strategy	Description
	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 challenges to 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	<p>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 local jurisdiction to track the employer's progress in meeting CTR requirements</p> <p>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.</p>
Regular Distribution of Information to Employees	<p>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:</p> <ul style="list-style-type: none"> • Description of the employer's commute options program • Transit system maps and schedules • Vanpool rider alerts • Weekly traffic alerts • Wheel Options campaign promotional materials
CTR Reporting	<p>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.</p>
CTR Survey	<p>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.</p>
Implementation of a Set of Measures	<p>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:</p> <ul style="list-style-type: none"> • Transit • Vanpool • Carpool • Bicycle or walking • Telework, Compressed Work Week, or Flexible Work

Required Element	Description
	<p data-bbox="657 268 769 300">Schedule</p> <ul data-bbox="610 310 1138 342" style="list-style-type: none"> <li data-bbox="610 310 1138 342">• Other non-single occupant vehicle modes <p data-bbox="561 384 1292 453">Measures to reduce drive alone trips and vehicle miles traveled include, but are not limited to:</p> <ul data-bbox="610 499 1386 1776" style="list-style-type: none"> <li data-bbox="610 499 1349 569">• Provision of preferential parking or reduced parking charges for high occupancy vehicles <li data-bbox="610 575 1349 644">• Instituting or increasing parking charges for single-occupant vehicles <li data-bbox="610 651 1187 682">• Provision of commuter ride matching services <li data-bbox="610 688 1094 720">• Provision of subsidies for transit fares <li data-bbox="610 726 1019 758">• Provisions of vans for vanpools <li data-bbox="610 764 1252 795">• Provisions of subsidies for carpooling or vanpooling <li data-bbox="610 802 1036 833">• Provision of car sharing services <li data-bbox="610 840 1373 909">• Permitting the use of the employer's vehicles for carpooling or vanpooling <li data-bbox="610 915 1052 947">• Permitting flexible work schedules <li data-bbox="610 953 1373 1022">• Cooperation with transportation providers to provide additional regular or express service to the worksite <li data-bbox="610 1029 1325 1098">• Construction of special loading and unloading facilities for transit, carpool, and vanpool users <li data-bbox="610 1104 1373 1173">• Provision of bicycle parking facilities, lockers, changing areas, and showers <li data-bbox="610 1180 1373 1249">• Provision of a program for parking incentives such as a rebate for employees who do not use the parking facility <li data-bbox="610 1255 1373 1325">• Establishment of a program to permit employees to work part or full time at home or at an alternative worksite closer to their homes <li data-bbox="610 1331 1349 1400">• Establishment of a program of alternative work schedules such as compressed work week schedules (such as 4/40 or 9/80) <li data-bbox="610 1407 1341 1476">• Implementation of other measures designed to facilitate the use of high-occupancy vehicles such as on-site day care facilities and emergency taxi services <li data-bbox="610 1482 1373 1776">• 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 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 Funds	WSDOT	\$26,500	\$26,500	\$26,500	\$26,500
Contributions from City of Kirkland	City of Kirkland	\$16,000	\$16,000	\$16,000	\$16,000
King County Metro Transit Funds	King County Metro	\$20,000	\$20,000	\$20,000	\$20,000
TOTAL		\$62,500	\$62,500	\$62,500	\$62,500

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:

Expense	Responsible Party	Estimated Annual Cost 2008	Estimated Annual Cost 2009	Estimated Annual Cost 2010	Estimated Annual Cost 2011
Prepare local CTR plan, Comprehensive Plan, and CTR ordinance	City of Kirkland	\$5,000	\$5,000	\$5,000	\$5,000
Employer Notification	City of Kirkland	\$2,500	\$2,500	\$2,500	\$2,500
Administer CTR program (contract management, annual reporting, program review, surveys, coordination meetings)	King County Metro Transit (under contract with the City)	\$25,000	\$25,000	\$25,000	\$25,000
Administer Program for Transportation Management Plans	City of Kirkland	\$10,000	\$10,000	\$10,000	\$10,000
Employer Incentives	King County Metro	\$20,000	\$20,000	\$20,000	\$20,000
TOTAL		\$62,500	\$62,500	\$62,500	\$62,500

Financial Gaps

The following table summarizes program areas 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
- Surface Transportation Program Grants
- Employer Trip Reduction Performance Grants
- Washington State Construction Mitigation Funding
- Transit Agency Funds
- Local Jurisdiction Funds
- Major Employers

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 for the jurisdiction or transit agency to target.

Budget Summary	Estimated Annual Cost 2008	Estimated Annual Cost 2009	Estimated Annual Cost 2010	Estimated Annual Cost 2011
Existing Funding	\$42,500	\$32,500	\$32,500	\$32,500
Existing Expenses	\$42,500	\$32,500	\$32,500	\$32,500
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
Marketing and Education	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:

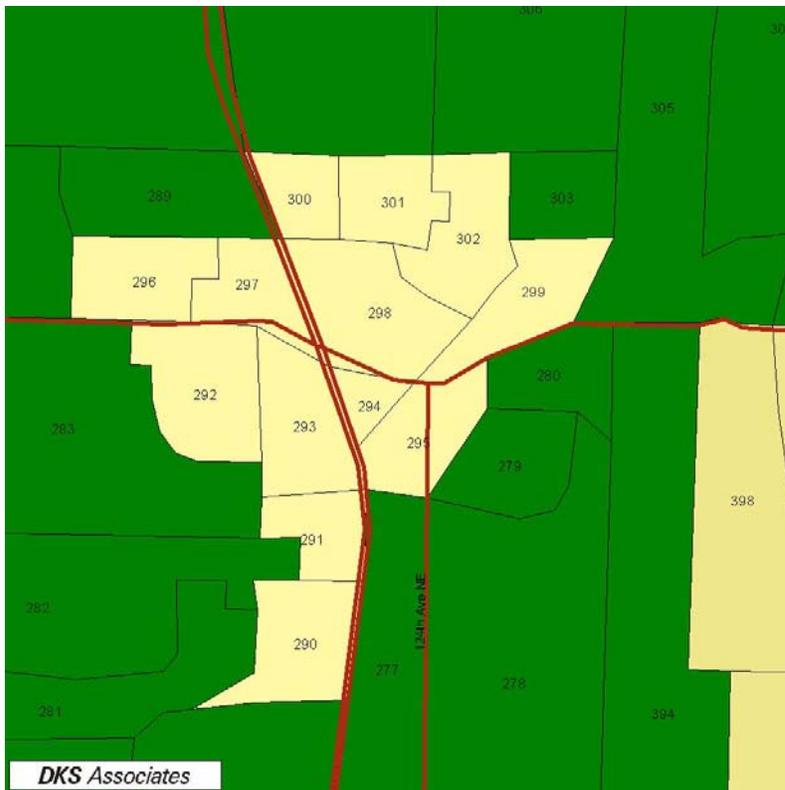
- In the first week of January, we mailed out information to all CTR sites about the new CTR Efficiency requirements and invited them the CTR workshops in January 2007.
- The City of Kirkland participated in an interlocal meeting to discuss about the CTR and GTEC plans with the following jurisdiction 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 F.

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 six 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.

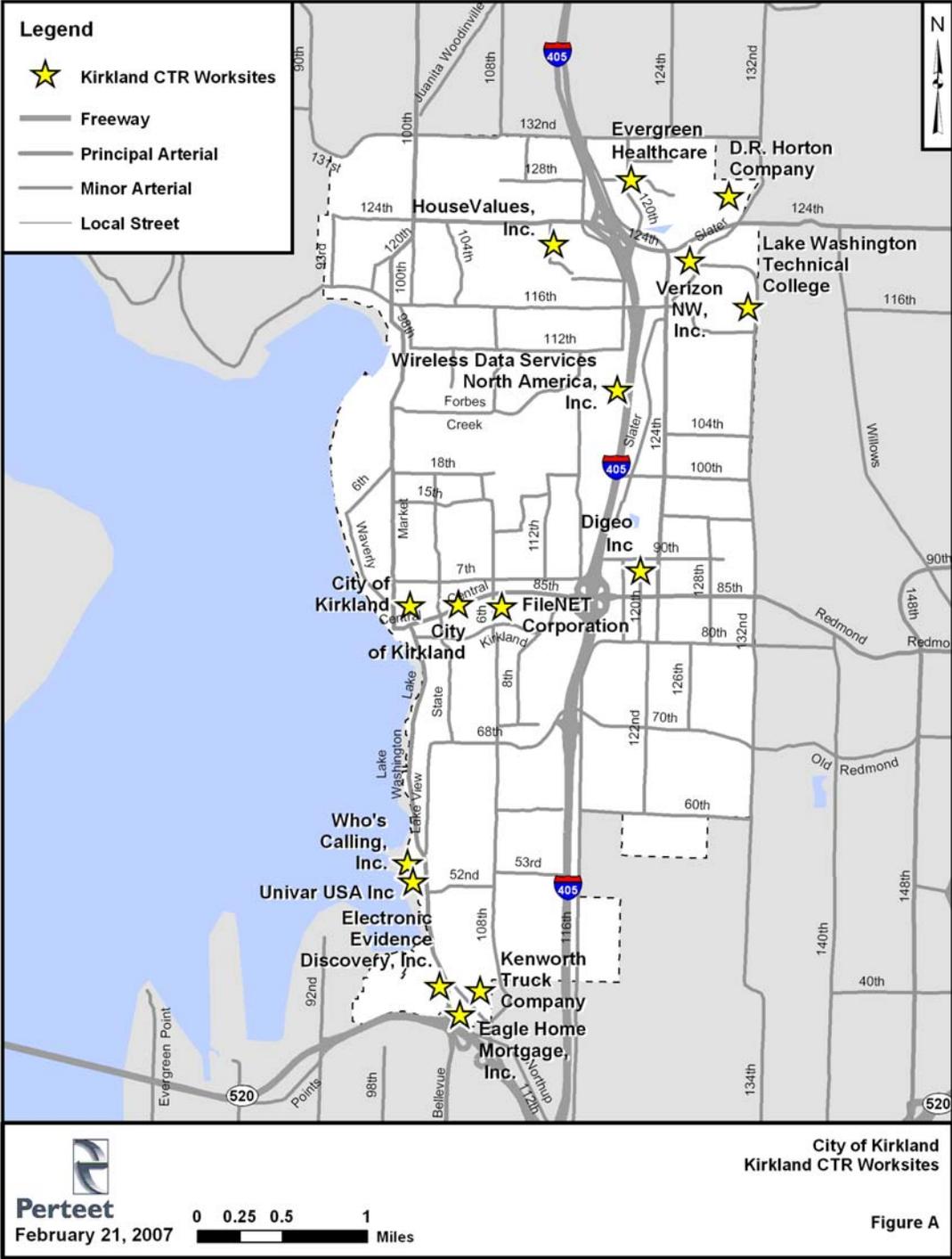
The City has prepared a draft Growth and Transportation Efficiency Center program. The draft program is contained in a separate document titled, "Growth and Transportation Efficiency Center for Totem Lake." Shown below is the area of the proposed designated GTEC:



APPENDICES

Appendix A

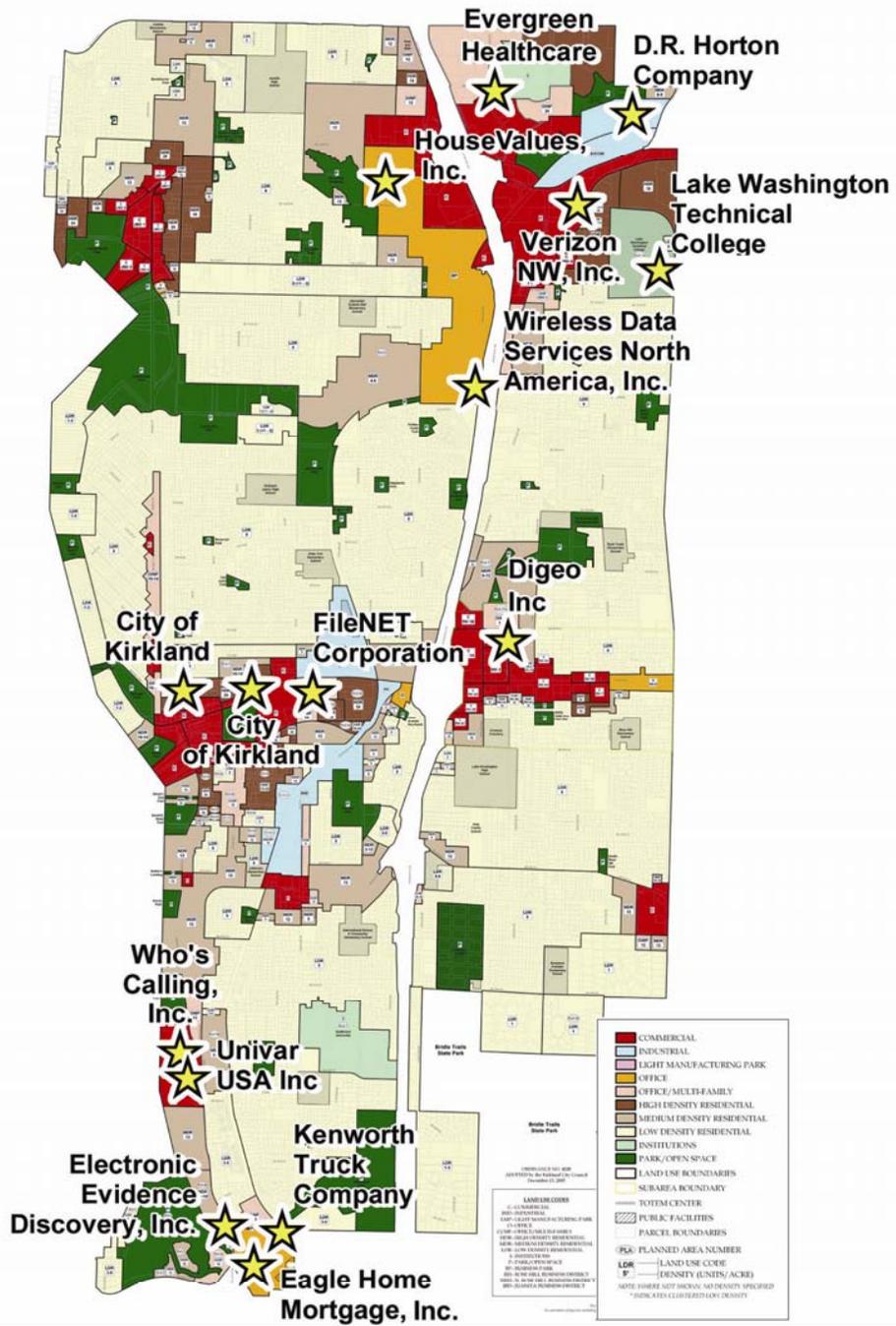
CITY OF KIRKLAND
VICINITY CTR WORKSITE PLANS



Appendix B

CITY OF KIRKLAND
COMPREHENSIVE PLAN

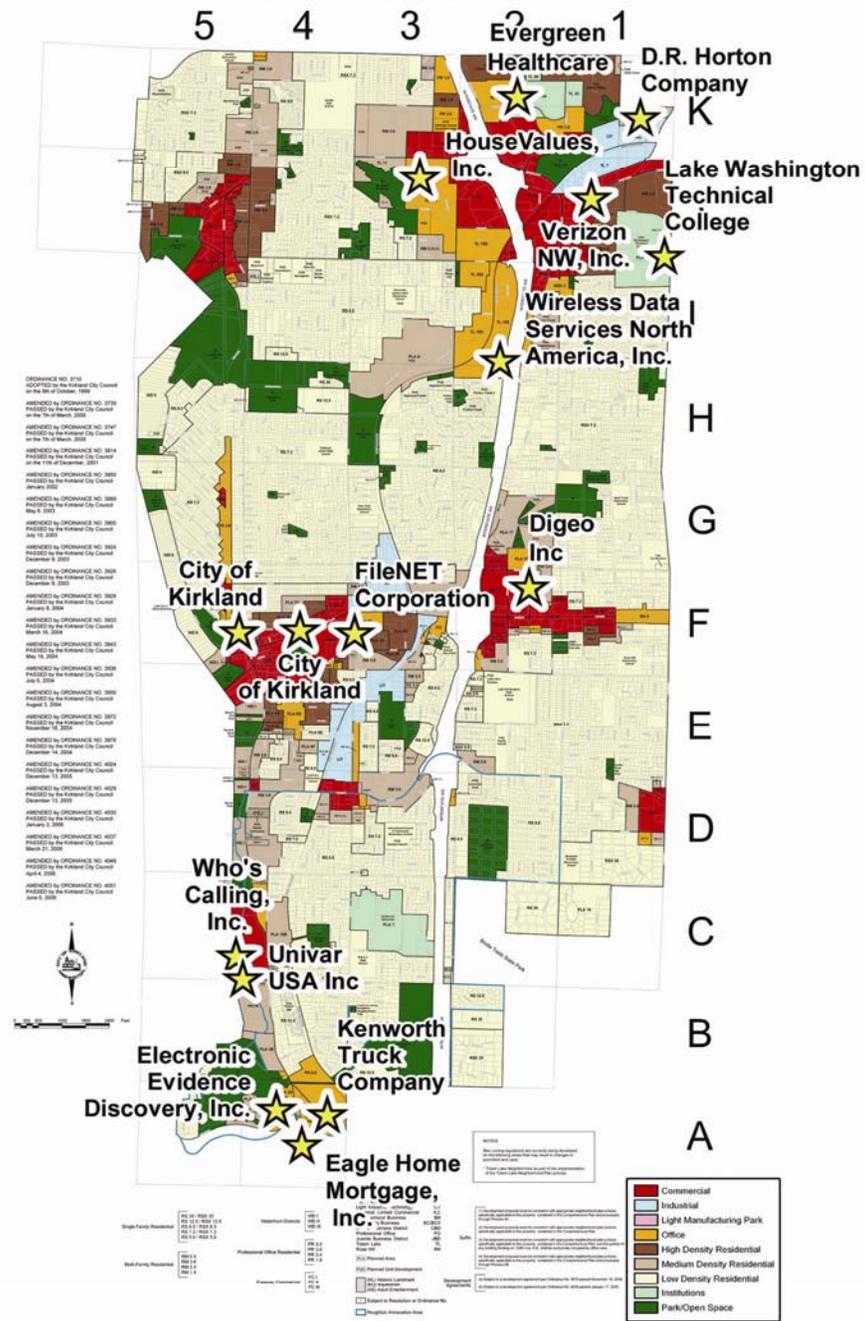
CITY OF KIRKLAND COMPREHENSIVE LAND USE MAP
 Department of Planning and Community Development



Appendix C

CITY OF KIRKLAND
ZONING MAP

CITY OF KIRKLAND ZONING MAP
Department of Planning and Community Development




Pertee
February 21, 2007

**City of Kirkland
Kirkland CTR Worksites
2006 Zoning Map
Source Map Date: 06/06/2006
Figure C**

Appendix D

CITY OF KIRKLAND TRANSIT SERVICES AND FACILITIES





LEGEND

- All Day routes running every 30 minutes or better: 230, 234, 236, 238, 245, 255, 540, 630
- - - Peak Only routes running every 30 minutes or better: 236, 252, 256, 257, 260, 265, 277, 291, 342, 644, 952
- All Day routes with limited trips: 220, 251, 254, 935
- 1 Active CTR Site In Kirkland (see previous map for Map ID information)
- Transit Center
- City of Kirkland

0 0.25 0.5 0.75 Miles

N

KIRKLAND

Route Frequency

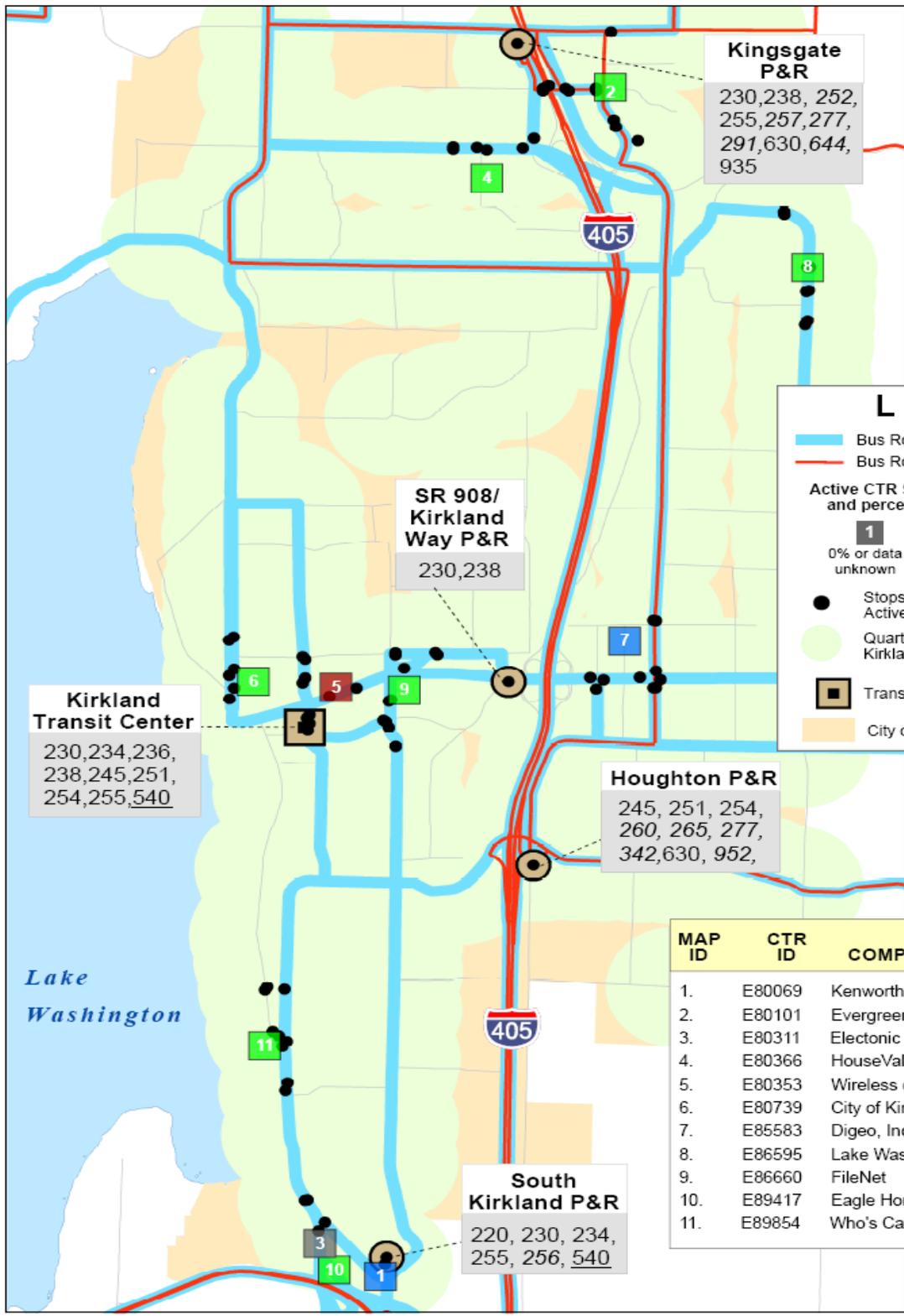
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February 7, 2007



King County



LEGEND

- Bus Routes with all-day service
- Bus Routes with peak only service

Active CTR Site In Kirkland (with Map ID) and percent of employee Transit Use

1	1	1	1
0% or data unknown	1-5%	6-10%	>10%

- Stops within a Quarter Mile of Kirkland Active CTR Sites
- Quarter Mile Buffer Around All Kirkland Bus Stops
- Transit Center
- ⊙ Permanent Park&Ride Lot
- City of Kirkland

MAP ID	CTR ID	COMPANY NAME
1.	E80069	Kenworth Truck Company
2.	E80101	Evergreen Healthcare
3.	E80311	Electronic 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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Map produced by King County Department of Transportation, Transit Division, Service Development Section, Service Planning Group. File name: \kirklandCTRS_Final.mxd

February 14, 2007



King County

Appendix E

CITY OF KIRKLAND

NON-MOTORIZED FACILITIES

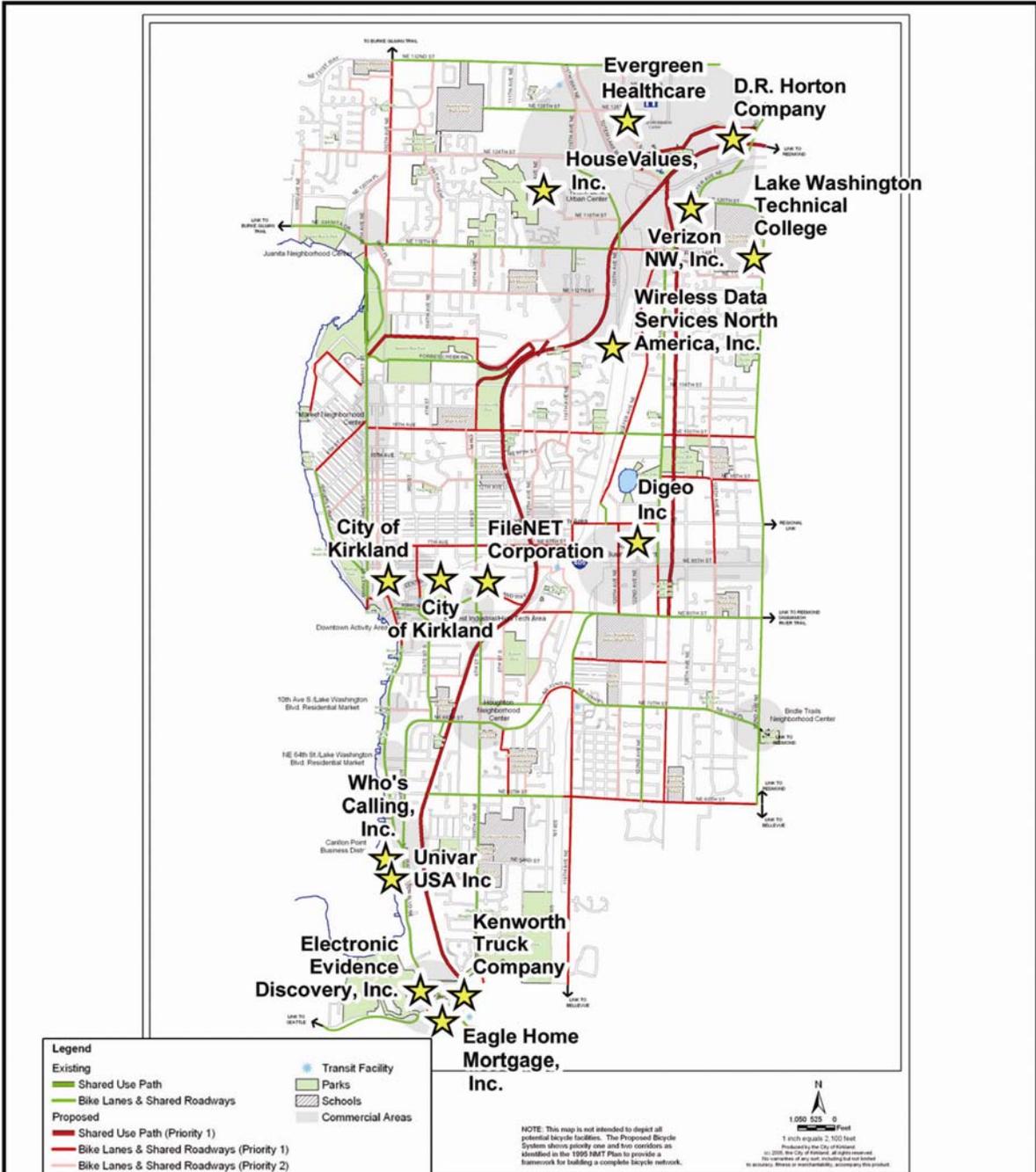


Figure T-2: Bicycle Corridor System - Existing and Proposed

Appendix F

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.

Digio 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

Appendix G

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; <ul style="list-style-type: none"> • 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 H
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 two 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 person 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.

Nonmotorized 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.

ORDINANCE NO. 4138

AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO TRANSPORTATION DEMAND MANAGEMENT, REPEALING AND REENACTING CHAPTER 7.06 OF THE KIRKLAND MUNICIPAL CODE RELATING TO COMMUTE TRIP REDUCTION, ADOPTING THE CITY OF KIRKLAND COMMUTE TRIP REDUCTION (CTR) PLAN AND IMPLEMENTING MEASURES AS REQUIRED BY RCW 70.94.527.

WHEREAS, State law and policy requires the City of Kirkland to develop and implement a plan to reduce single occupant vehicle commute trips; and

WHEREAS, a number of legislative and administrative changes to the commute trip reduction (CTR) program have taken place recently; and

WHEREAS, many of these changes require corresponding changes to the City's CTR chapter; and

WHEREAS, the City seeks to make its CTR chapter consistent with State law and the guidelines established by the CTR task force; and

WHEREAS, the Commute Trip Reduction Efficiency Act of 2006 requires the City to amend its CTR Plan and Chapter 7.06 of the Kirkland Municipal Code consistent with RCW 70.94.527; and

WHEREAS, the City recognizes the importance of increasing citizen awareness of air quality, energy consumption, and traffic congestion and the contribution individual actions can make toward addressing these issues.

NOW, THEREFORE, the City Council of the City of Kirkland do ordain as follows:

Section 1. Chapter 7.06 of the Kirkland Municipal Code is hereby repealed and reenacted to read as follows:

Chapter 7.06
COMMUTE TRIP REDUCTION

7.06.010 Definitions.

For the purpose of this chapter, the following definitions shall apply in the interpretation and enforcement of this chapter:

(1) "Affected employee" means a full-time employee who is scheduled to begin his or her regular workday at a single worksite between six a.m. and nine a.m. (inclusive) on two or more weekdays per week for at least twelve continuous months. For the purposes of this chapter, shareholders, principals and associates in a corporation, partners (general or limited) in a partnership and participants in a joint venture are to be considered employees.

(2) "Affected employer" means a public or private employer that, for twelve continuous months, employs one hundred or more full-time employees at a

single worksite who are scheduled to begin their regular workday between six a.m. and nine a.m. (inclusive) on two or more weekdays. The individual employees may vary during the year. Construction worksites, when the expected duration of the construction is less than two years, are excluded from this definition.

(3) "Alternative commute mode" means any type of commute transportation other than that in which the single-occupant motor vehicle is the dominant mode, including telecommuting and compressed workweeks if they result in reducing commute trips.

(4) "Alternative work schedules" mean programs such as compressed workweeks that eliminate work trips for affected employees.

(5) "Base year" means the twelve-month period which commences when a major employer is determined by the City to be participating within the CTR program. The City uses this twelve-month period as the basis upon which it develops CTR goals.

(6) "Base year survey" or "baseline measurement" means the survey, during the base year, of employees at a major employer worksite to determine the drive-alone rate and vehicle miles traveled per employee at the worksite. The City uses this measurement to develop CTR goals for the major employer. The baseline measurement must be implemented in a manner that meets the requirements specified by the City.

(7) "Carpool" means a motor vehicle, including a motorcycle, occupied by two to six people of at least 16 years of age traveling together for their commute trip, resulting in the reduction of a minimum of one motor vehicle commute trip.

(8) "City" means the city of Kirkland.

(9) "Commute trips" means trips made from a worker's home to a worksite (inclusive) on weekdays.

(10) "CTR" is the abbreviation of Commute Trip Reduction.

(11) "CTR plan" means the city's plan as set forth in this chapter to regulate and administer the CTR programs of affected employers within its jurisdiction.

(12) "CTR program" means an employer's strategies to reduce affected employees' drive alone vehicle use and VMT per employee.

(13) "Commute trip vehicle miles traveled per employee" means the sum of the individual vehicle commute trip lengths in miles over a set period divided by the number of full-time employees during that period.

(14) "Compressed workweek" means an alternative work schedule, in accordance with employer policy, that regularly allows a full-time employee to eliminate at least one workday every two weeks by working longer hours during the remaining days, resulting in fewer commute trips by the employee. This definition is primarily intended to include weekly and biweekly arrangements, the most typical being four ten-hour days or eighty hours in nine days, but may also include other arrangements.

(15) "Custom bus/buspool" means a commuter bus service arranged specifically to transport employees to work.

(16) "Dominant mode" means the mode of travel used for the greatest distance of a commute trip.

(17) “Drive Alone” means a motor vehicle occupied by one (1) employee for commute purposes, including a motorcycle.

(18) “Drive Alone Trips” means commute trips made by employees in single occupant vehicles.

(19) “Employee” means any person who receives financial or other remuneration in exchange for work provided to an employer, including owners or partners of the employer, provided however, an independent contractor shall not constitute an employee.

(20) “Employee Transportation Coordinator (ETC)” means a person who is designated as responsible for the development, implementation, and monitoring of an employer’s CTR program.

(21) “Employer” means a sole proprietorship, partnership, corporation, unincorporated association, cooperative, joint venture, agency, department, district or other individual or entity, whether public, nonprofit, or private, that employs workers.

(22) “Exemption” means a waiver from any or all CTR program requirements granted to an employer by the City based on unique conditions that apply to the employer or employment site.

(23) “Flex-time” is an employer policy allowing individual employees some flexibility in choosing the time, but not the number, of their working hours.

(24) “Full-time employee” means a person other than an independent contractor, scheduled to be employed on a continuous basis for fifty-two weeks per year for an average of at least thirty-five hours per week.

(25) “Good faith effort” means that an employer has met the minimum requirements identified in RCW 70.94.531 and this chapter and is working collaboratively with the City to continue its existing CTR program or is developing and implementing program modifications likely to result in improvements to its CTR program over an agreed-upon length of time.

(26) “Implementation” means active pursuit by an employer of the CTR goals of RCW 70.94.521 through 70.94.555 and this chapter as evidenced by appointment of a transportation coordinator, distribution of information to employees regarding alternatives to drive alone commuting, and commencement of other measures according to their CTR program and schedule.

(27) “A major employer” means a private or public employer, including state agencies, that employs one hundred or more full-time employees at a single worksite who are scheduled to begin their regular work day between six a.m. and nine a.m. on weekdays for at least twelve continuous months.

(28) “Major employer worksite” or “affected employer worksite” or “worksite” means the physical location occupied by a major employer, as determined by the local jurisdiction.

(29) “Major employment installation” means a military base or federal reservation, excluding tribal reservations, or other locations as designated by the City, at which there are one hundred or more affected employees.

(30) “Mode” means the type of transportation used by employees, such as single-occupant motor vehicle, rideshare vehicle (carpool, vanpool), transit, ferry, bicycle, walking, compressed work week schedule and telecommuting.

(31) “Notice” means written communication delivered via the United States Postal Service with receipt deemed accepted three days following the day on

which the notice was deposited with the Postal Service unless the third day falls on a weekend or legal holiday in which case the notice is deemed accepted the day after the weekend or legal holiday.

(32) "Peak period" means the hours from six a.m. to nine a.m. (inclusive), Monday through Friday, except legal holidays.

(33) "Peak period trip" means any employee trip that delivers the employee to begin his or her regular workday between six a.m. and nine a.m. (inclusive), Monday through Friday, except legal holidays.

(34) "Proportion of drive alone vehicle trips" or "drive alone rate" means the number of commute trips over a set period made by affected employees in drive alone vehicles divided by the number of affected employees working during that period.

(35) "Public Works Director" means the direct of the Public Works Department or his/her designee.

(36) "Ride Matching Service" means a system which assists in matching commuters for the purpose commuting together.

(37) "Telecommuting" or "teleworking" means the use of telephones, computers, or other similar technology to permit an employee to work from home, eliminating a commute trip, or to work from a work place closer to home, reducing the distance traveled in a commute trip by at least half.

(38) "Transit" means a multiple-occupant vehicle operated on a for-hire, shared-ride basis, including bus, passenger ferry, rail, shared-ride taxi, shuttle bus, or vanpool.

(39) "Transportation Demand Management (TDM)" means a broad range of strategies that are primarily intended to reduce and reshape demand on the transportation system.

(40) "Transportation Management Association (TMA)" means a group of employers or an association representing a group of employers in a defined geographic area. A TMA may represent employers within specific city limits, or may have a sphere of influence that extends beyond city limits.

(41) "Vanpool" means a vehicle occupied by from five (5) to fifteen (15) people traveling together for their commute trip, resulting in the reduction of a minimum of one motor vehicle trip.

(42) "Vehicle miles traveled (VMT) per employee" means the sum of the individual vehicle commute trip lengths in miles made by employees over a set period divided by the number of employees during that period.

(43) "Week" means a seven-day calendar period, starting on Monday and continuing through Sunday.

(44) "Weekday" means any day of the week except Saturday or Sunday.

(45) "Writing," "Written," or "In Writing" means original signed and dated documents. Facsimile (fax) transmissions are a temporary notice of action that must be followed by the original signed and dated document via mail or delivery.

7.06.020 City of Kirkland CTR Plan.

The City Council hereby approves and adopts the August 2008 City of Kirkland CTR plan. This Plan may be amended by further action of the City Council.

The goals established for the jurisdiction and affected employers in the City's Commute Trip Reduction Plan set forth in Attachment A are incorporated herein by reference. The City staff is directed to make any corrections for typographical errors, include any graphical materials for information, and complete the Commute Trip Reduction Plan.

7.06.030 Commute Trip Reduction Goals.

a. The City's goals for reductions in the proportions of drive-alone commute trips and vehicle miles traveled per employee by affected employers in the City's jurisdiction, major employment installations, and other areas designated by the City are hereby established by the City's CTR Plan incorporated by Section 7.06.020 above. These goals establish the desired level of performance for the CTR program in its entirety in the City.

b. The City will set the individual worksite goals for affected employers based on how the worksite can contribute to the City's overall goal established in the CTR Plan. The goals will appear as a component of the affected employer's approved implementation plan outlined in Section 7.06.110 below.

7.06.040 CTR Goals for Affected Employers.

a. The drive-alone and VMT goals for affected employers in the City are set forth in the CTR Plan adopted in Section 7.06.020 above.

b. If the goals for an affected employer or newly affected employer are not listed in the CTR Plan, they shall be established by the City at a level designed to achieve the City's overall goals and other areas as designated by the City.

c. The City shall provide written notification of the goals for each affected employer worksite by providing the information when the City reviews the employer's proposed program and incorporating the goals into the program approval issued by the City.

7.06.050 Responsible agency.

The City Public Works Department shall be responsible for implementing this chapter, the CTR plan and the City's CTR program for its own employees. The City Public Works director shall have the authority to issue such rules and administrative procedures and delegate authority to other City departments as may be necessary to implement this chapter.

7.06.060 Applicability.

The provisions of this chapter shall apply to any affected employer at any single worksite within the corporate limits of the City. Employees will only be counted at their primary worksite. The following classifications of employees are excluded from the counts of employees: (1) seasonal agricultural employees, including seasonal employees of processors of agricultural products; and (2) employees of construction worksites when the expected duration of the construction is less than two (2) years.

(a) Notification of Applicability.

(1) In addition to the City's established public notification for adoption of an ordinance, a notice of availability of a summary of this chapter, a notice of the requirements and criteria for affected employers to comply with this chapter, and subsequent revisions shall be published at least once in a newspaper of general circulation in the City within thirty (30) days after adoption of this chapter or revisions.

(2) Within thirty (30) days after adoption of this chapter, the City Public Works Director will issue to known affected employers located in the City a formal written notification by certified mail that they are subject to this chapter.

(3) Affected employers that do not receive notice within thirty (30) days of adoption of this chapter must identify themselves to the City Public Works Director within ninety (90) days of the adoption of this chapter. Upon identifying themselves within said ninety-day period, such employers will be granted ninety (90) days from the date of self-identification within which to develop and submit a CTR program.

(4) Affected employers that have not been identified or do not identify themselves within ninety (90) days of the passage of this chapter and do not perform a baseline measurement consistent with the measurement requirements specified by the City within ninety (90) days from the passage of this chapter are in violation of this chapter.

(5) If an affected employer has already performed a baseline measurement, or an alternative acceptable to the City, previously under this chapter, the employer is not required to perform another baseline measurement.

(6) Any existing employer of seventy-five (75) or more persons who obtains a business license in the City, subsequent to adoption of this chapter, will be required to complete an employer assessment form. The employer assessment form will be used to assist the City Public Works Director to determine whether or not an employer will be deemed affected or non-affected in accordance with the provisions of this chapter.

(b) New Affected Employers. Employers that fall within definition of "affected employer" must identify themselves to the City Public Works Director within ninety (90) days of either moving into the boundaries of the City or growing in employment at a worksite to one hundred (100) or more affected employees. Once they identify themselves, such employers shall submit a complete baseline survey within ninety (90) days and they shall be granted a total of ninety days to develop and submit a CTR program. Employers who do not identify themselves within ninety (90) days are in violation of this chapter.

(1) Newly affected employers identified as such shall be given ninety (90) days to perform a mandatory baseline measurement consistent with the measurement requirements specified by the City. Employers who do not perform a baseline measurement within ninety (90) days of receiving written notification that they are subject to this chapter are in violation of this chapter.

(2) Not more than ninety (90) days after receiving written notification of the results of the baseline measurement, the newly affected employer shall develop and submit a CTR Program to the City. The program will be developed in consultation with the City to be consistent with the goals of the CTR Plan adopted in Section 7.06.020. The program shall be implemented not more

than ninety (90) days after approval by the City. Employers who do not implement an approved CTR Program according to this schedule are in violation of this chapter and subject to the penalties outlined in Section 7.06.120.

(c) Change in Status as an Affected Employer. Any of the following changes in an employer's status will change the employer's CTR program requirements:

(1) If an affected employer can document that it faces an extraordinary circumstance that will change its status as an affected employer, it may apply for a full or partial exemption from CTR program requirements pursuant to Section 7.06.130 of this chapter.

(2) If an employer initially designated as an affected employer no longer employs one hundred (100) or more affected employees and expects not to employ one hundred (100) or more affected employees for the next twelve (12) months, that employer is placed on a 12-month watch and is subject to the same program requirements as other affected employers. At the end of the 12-month watch, if they no longer employ one hundred (100) affected employees, they are no longer an affected employer. It is the responsibility of the employer to provide documentation to the City Public Works Director that it is no longer an affected employer. The burden of proof lies with the employer. The City Public Works Director shall review such documentation to determine whether the employer is no longer an affected employer.

(3) If the same employer returns to the level of one hundred (100) or more affected employees twelve (12) or more months after its change in status to an "unaffected" employer, that employer shall be treated as a new affected employer, and will be subject to the same CTR program requirements as other new affected employers.

7.06.070 Requirements for Employers – RCW 70.94.531

An affected employer is required to make a good faith effort, as defined in RCW 70.94.534(2) and this chapter, to develop and implement a CTR program that will encourage its employees to reduce VMT per employee and drive alone commute trips. The CTR program must include the mandatory elements described below, including submittal of a CTR program description and annual progress report. Transportation Management Associations may submit CTR program descriptions and annual reports on behalf of employers; however, each affected employer shall remain accountable for the compliance of its CTR program.

(a) Description of Employer's CTR Program. Each affected employer is required to submit a description of its CTR program to the City on an official form available from the Public Works Department. At a minimum, the employer's description must include:

(1) General description of each employment site location within the City limits, including transportation characteristics, surrounding services, and unique conditions experienced by the employer or its employees;

(2) Number of employees affected by the CTR program;

(3) Documentation of compliance with the mandatory CTR program elements (as described in subsection (b) of this section);

(4) Description of the additional elements included in the CTR program;
 (5) Schedule of implementation, assignment of responsibilities, and commitment to provide appropriate resources to carry out the CTR program;
 and

(6) A statement of organizational commitment to provide appropriate resources to the program to meet the employer's established goals.

(b) Mandatory Program Elements. Each employer's CTR program shall include the following mandatory elements:

(1) Transportation Coordinator. The employer shall designate a transportation coordinator to administer the CTR program. The coordinator's and/or designee's name, location, and telephone number must be displayed prominently at each affected worksite. The coordinator shall oversee all elements of the employer's CTR program and act as liaison between the employer and the City. An affected employer with multiple sites may have one transportation coordinator for all sites.

(2) Information Distribution. The employer shall provide information about alternatives to drive alone commuting to employees at least once a year. This shall consist of, at a minimum, a summary of the employer's program, including the transportation coordinator's name and phone number. The summary of the employer's CTR Program shall also be submitted to the City with the employer's program description and regular report.

Affected employers shall be required to implement the following:

1. Promotional events;
2. Commuter information center;
3. Preferential parking for high-occupancy vehicles, carpools and vanpools; and
4. Provide secure covered bicycle parking facilities.

(c) Additional Program Elements. In addition to the specific program elements described above, the employer's CTR program shall include a set of measures designed to meet CTR goals. Elements may include, but are not limited to, one or more of the following:

1. Reduced parking charges for high-occupancy vehicles;
2. Instituting or increasing parking charges for drive alone commuters;
3. Provision of commuter ride matching services to facilitate employee ridesharing for commute trips;
4. Provision of subsidies for rail, transit, or vanpool fares and/or transit passes;
5. Provision of vans or buses for employee ridesharing;
6. Provision of subsidies for carpools, walking, bicycling, teleworking, or compressed schedules;
7. Provision of incentives for employees who do not drive alone to work;
8. Permitting the use of the employer's vehicles for carpooling or vanpooling;
9. Permitting flexible work schedules to facilitate employees' use of transit, carpools, or vanpools;
10. Cooperation with transportation providers to provide additional regular or express service to the worksite;
11. Construction of special loading and unloading facilities for transit, carpool, and vanpool users;

12. Provision of bicycle parking facilities, lockers, changing areas, and showers for employees who bicycle or walk to work;
13. Provision of a program of parking incentives such as a rebate for employees who do not use the parking facilities;
14. Establishment of a program to permit employees to work part- or full-time at home or at an alternative worksite closer to their homes which reduces commute trips;
15. Establishment of a program of alternative work schedules, such as a compressed work week, which reduces commute trips;
16. Implementation of other measures designed to facilitate the use of high-occupancy vehicles, such as on-site day care facilities, emergency taxi services, or guaranteed ride home programs;
17. Charging employees for parking, and/or the elimination of free parking; and
18. Other measures that the employer believes will reduce the number and length of commute trips made to the site.

7.06.080 CTR Program Report and Description.

- a. Affected employers shall review their program and file a regular progress report with the City in accordance with the format provided by the City.
- b. The CTR Program Report and Description outlines the strategies to be undertaken by an employer to achieve the commute trip reduction goals for the reporting period. Employers are encouraged to consider innovative strategies and combine program elements in a manner that will best suit their location, site characteristics, business type, and employees' commuting needs. Employers are further encouraged to cooperate with each other to implement program elements.
- c. At a minimum, the employer's CTR Program Report and Description must include:
 1. A general description of the employment site location, transportation characteristics, employee parking availability, on-site amenities, and surrounding services;
 2. The number of employees affected by the CTR program and the total number of employees at the site;
 3. Documentation on compliance with the mandatory CTR program elements (as described in *Section 7.06.070*);
 4. Description of any additional elements included in the employer's CTR program (as described in *Section 7.06.070*); and
 5. A statement of organizational commitment to provide appropriate resources to the program to meet the employer's established goals.

7.06.090 Biennial Measure of Employee Commute Behavior.

In addition to the baseline measurement, employers shall conduct a mandatory program evaluation as a means of determining worksite progress toward meeting CTR goals. As part of the program evaluation, the employer shall distribute and collect Commute Trip Reduction Program Employee Questionnaires (surveys) at least once every two (2) years, and strive to achieve at least a 70% response rate from employees at the worksite.

7.06.100 Record keeping.

Affected employers shall maintain a copy of their approved CTR Program Description and Report, their CTR Program Employee Questionnaire results, and all supporting documentation for the descriptions and assertions made in any CTR report to the City for a minimum of forty-eight (48) months. The City and the employer shall agree on the record keeping requirements as part of the accepted CTR program.

7.06.110 Schedule and process for CTR program review and implementation.

a. Document Review. The City shall provide the employer with written notification if a CTR program is deemed unacceptable. The notification must give cause for any rejection. If the employer receives no written notification of extension of the review period of its CTR program or comment on the CTR program or annual report within ninety (90) days of submission, the employer's program or annual report is deemed accepted. The City may extend the review period up to ninety (90) days. The implementation date for the employer's CTR program will be extended an equivalent number of days.

b. Scheduling. Upon review of an employer's initial CTR program, the City shall establish the employer's regular reporting date. This report will be provided in a form provided by the City consistent with Section 7.06.080 above.

c. Modification of CTR Program Elements. Any affected employer may submit a request to the City for modification of CTR requirements. Such request may be granted if one of the following conditions exist:

1. The employer can demonstrate it would be unable to comply with the CTR program elements for reasons beyond the control of the employer, or
2. The employer can demonstrate that compliance with the program elements would constitute an undue hardship.

The City may ask the employer to substitute a program element of similar trip reduction potential rather than grant the employer's request. Requests to modify the CTR requirement shall be filed in writing at least sixty (60) days prior to the employer's regular reporting date. All requests for modification of CTR program must be made in writing to the City Public Works Director by certified mail or delivery, return receipt.

d. Extensions. An employer may request additional time to submit a CTR Program Description and Report, or to implement or modify a program. Such requests shall be via written notice at least thirty (30) days before the due date

for which the extension is being requested. Extensions not to exceed ninety (90) days shall be considered for reasonable causes. The City shall grant or deny the employer's extension request by written notice within ten (10) working days of its receipt of the extension request. If there is no response issued to the employer, an extension is automatically granted for thirty (30) days. Extensions shall not exempt an employer from any responsibility in meeting program goals. Extensions granted due to delays or difficulties with any program element(s) shall not be cause for discontinuing or failing to implement other program elements. An employer's regular reporting date shall not be adjusted permanently as a result of these extensions. An employer's regular reporting date may be extended at the discretion of the City.

e. Implementation of Employer's CTR Program. Unless extensions are granted, the employer shall implement its approved CTR program, including approved program modifications, not more than ninety (90) days after receiving written notice from the City that the program has been approved or with the expiration of the program review period without receiving notice from the City.

7.06.120 Enforcement.

(a) Compliance. For purposes of this section, compliance shall mean:

1. Fully implementing in good faith all mandatory program elements as well as provisions in the approved CTR Program Description and Report;
2. Providing a complete CTR Program Description and Report on the regular reporting date; and
3. Distributing and collecting the CTR Program Employee Questionnaire during the scheduled survey time period.

(b) Program Modification Criteria. The following criteria for achieving goals for VMT per employee and proportion of drive alone trips shall be applied in determining requirements for employer CTR program modifications:

1. If an employer meets either or both goals, the employer has satisfied the objectives of the CTR plan and will not be required to improve its CTR program;
2. If an employer makes a good faith effort, as defined in RCW 70.94.534(2) and this ordinance, but has not met the applicable drive alone or VMT goal, no additional modifications are required.
3. If an employer fails to make a good faith effort as defined in RCW 70.94.534(2) and this chapter, and fails to meet the applicable drive alone or VMT reduction goal, the City shall direct the employer to revise its program within thirty (30) days to come into compliance with the measures defined by RCW 70.94.534(2), including specific recommended program modifications. In response to the recommended modifications, the employer shall submit a revised CTR Program Description and Report, including the requested modifications or equivalent measures, within thirty (30) days of receiving written notice to revise its program.
4. The City shall review the revisions and notify the employer of acceptance or rejection of the revised program. If a revised program is not accepted, the

City will send written notice to that effect to the employer within thirty (30) days and, if necessary, require the employer to attend a conference with program review staff for the purpose of reaching a consensus on the required program. A final decision on the required program will be issued in writing by the City within ten (10) working days of the conference.

(c) Modification of CTR Program Goals.

1. An affected employer may request that the City modify its CTR program goals. Such requests shall be filed in writing at least sixty (60) days prior to the date the worksite is required to submit its program description or annual report. The goal modification request must clearly explain why the worksite is unable to achieve the applicable goal. The worksite must also demonstrate that it has implemented all of the elements contained in its approved CTR program.

2. The City will review and grant or deny requests for goal modifications in accordance with procedures and criteria identified in the CTR Board Guidelines.

3. An employer may not request a modification of the applicable goals until one year after the City approval of its initial program description or biennial report.

(d) Violations.

Violation of a provision of this chapter is a civil infraction for which a monetary penalty may be imposed under this chapter. The following actions shall constitute a violation of this chapter:

1. Failure to self identify as an affected employer;
2. Failure to perform a baseline measurement, including:
 - a. Employers notified or that have identified themselves to the City within ninety (90) days of the chapter being adopted and that do not perform a baseline measurement consistent with the requirements specified by the City within ninety (90) days from the notification or self-identification;
 - b. Employers not identified or self-identified within ninety (90) days of the chapter being adopted and that do not perform a baseline measurement consistent with the requirements specified by the City within ninety (90) days from the adoption of the ordinance;
3. Failure to develop and/or submit on time a complete CTR program;
4. Failure to implement an approved CTR program, unless the program elements that are carried out can be shown through quantifiable evidence to meet or exceed VMT and drive alone goals as specified in this chapter;
5. Submission of false or fraudulent data in response to survey requirements;
6. Failure to make a good faith effort, as defined in RCW 70.94.534 and this chapter; or
7. Failure to revise a CTR program as defined in RCW 70.94.534(4) and this chapter.

(e) Penalties.

(1) No affected employer with an approved CTR program which has made a good faith effort may be held liable for failure to reach the applicable drive alone or VMT goal.

(2) Each day of failure by an employer to (a) implement a commute trip reduction program, or (b) modify an unacceptable commute trip reduction program, or (c) fail to perform any activity required by this chapter relating to implementation of or required modification to a CTR program shall constitute a separate violation and shall be considered a civil infraction. The penalty for a violation shall be two hundred fifty dollars (\$250.00) per day.

(3) An affected employer shall not be liable for civil penalties if failure to implement an element of a CTR program was the result of an inability to reach agreement with a certified collective bargaining agent under applicable laws where the issue was raised by the employer and pursued in good faith. Employers having unionized employees shall be presumed to act in good faith compliance if they:

(a) propose to a recognized union any provision of the employer's CTR program that is subject to bargaining as defined by the National Labor Relations Act; and

(b) Advise the union of the existence of the statute and the mandates of the CTR program approved by the City and advise the union that the proposal being made is necessary for compliance with state law (RCW 70.94.531).

(4) Payment of a monetary penalty pursuant to this chapter does not relieve an affected employer of the duty to comply with the activities required by this chapter.

(5) Nothing in this chapter limits the right of the city to pursue other civil or equitable remedies it may have to obtain compliance with the activities required by this chapter.

(6) A notice of violation and imposition of monetary penalties represents a determination that a civil infraction has been committed. The determination is final unless appealed as provided in this chapter.

(7) A notice of violation and imposition of monetary penalties shall be served on the affected employer, either personally or by mailing a copy of the notice by certified mail, postage prepaid, return receipt requested to the affected employer at his/her last known address. The person who effected personal service or service by mail shall make proof of service at the time of service by a written declaration under penalty of perjury declaring the time and date and the manner in which service was made.

7.06.130 Worksite Exemptions.

An affected employer may request the City to grant an exemption from all CTR program requirements or penalties for a particular worksite. The employer must demonstrate that it would experience undue hardship in complying with the requirements of the ordinance as a result of the characteristics of its business, its work force, or its location(s). An exemption may be granted if and only if the affected employer demonstrates that it faces extraordinary circumstances, such as bankruptcy, and is unable to implement any measures that could reduce the proportion of drive alone trips and VMT per employee. Exemptions may be granted by the City at any time based on written notice provided by the affected employer. The notice should clearly explain the conditions for which the affected employer is seeking an exemption from the requirements of the CTR program. The City shall grant or deny the request within thirty (30) days of receipt of the request. The City shall review annually all employers receiving exemptions, and shall determine whether the exemption will be in effect during the following program year.

7.06.140 Employee Exemptions.

Specific employees or groups of employees who are required to drive alone to work as a condition of employment may be exempted from a worksite's CTR program. Exemptions may also be granted for employees who work variable shifts throughout the year and who do not rotate as a group to identical shifts. The City will use the criteria identified in the CTR Board Administrative Guidelines to assess the validity of employee exemption requests. The City shall grant or deny the request within thirty (30) days of receipt of the request. The City shall review annually all employee exemption requests, and shall determine whether the exemption will be in effect during the following program year.

7.06.150 Appeals

An affected employer may request an appeal of penalties.

(1) An affected employer to whom a notice of violation and imposition of monetary penalties is directed may appeal the notice including the determination that a violation exists or may appeal the amount of any monetary penalty imposed to the City Hearing Examiner.

(2) An affected employer may appeal a notice of violation by filing a written notice of appeal with the Department of Public Works within seven (7) calendar days from the date of service of the notice of violation and imposition of monetary penalties.

(3) The monetary penalty for a continuing violation does not accrue during the pendency of the appeal; however, the Hearing Examiner may impose a daily monetary penalty from the date of service of the notice of civil infraction if he or she finds that the appeal is frivolous or intended solely to delay compliance.

(4) The hearing before the Hearing examiner shall be conducted as follows:

(a) The Office of the Hearing Examiner shall give notice of the hearing before the Hearing Examiner to the appellant at least seventeen (17) calendar days before such hearing.

(b) The Hearing Examiner shall conduct a hearing on the appeal pursuant to the rules of procedure as provided by the Administrative Procedure Act, Chapter 34.05 RCW. The City and the appellant may participate as parties in the hearing and each may call witnesses. The City shall have the burden of proof by a preponderance of the evidence that a violation has occurred.

(5) The Hearing Examiner shall determine whether the City has proved by a preponderance of the evidence that a violation has occurred and shall affirm, vacate, suspend or modify the amount of any monetary penalty imposed by the notice of civil violation with or without written conditions.

(6) The Hearing Examiner shall consider the following in making his/her determination:

(a) Whether the intent of the appeal was to delay compliance; or

(b) Whether the appeal is frivolous; or

(c) Whether the appellant exercised reasonable and timely effort to comply with applicable requirements; or

(d) Any other relevant factors.

(7) The Hearing Examiner shall mail a copy of his decision to the appellant by certified mail, postage prepaid, return receipt requested.

(8) The decision of the Hearing Examiner may be reviewed for illegal, corrupt or arbitrary or capricious action in King County Superior Court. The

petition for review must be filed within thirty calendar days of the final decision of the Hearing Examiner.

(9) The collection of the monetary penalty shall be as follows:

(a) The monetary penalty constitutes a personal obligation of the person to whom the civil infraction is directed. Any monetary penalty assessed must be paid to the City Clerk within seven (7) calendar days from the date of service of notice of violation and imposition of monetary penalties or, if an appeal was filed pursuant to this chapter, within seven (7) calendar days of the Hearing Examiner's decision.

(b) The City Attorney, on behalf of the city, is authorized to collect the monetary penalty by use of appropriate legal remedies, the seeking or granting of which shall neither stay nor terminate accrual of additional per diem monetary penalties so long as the violation continues.

(c) In the event of failure to appear at a hearing provided herein, the Hearing Examiner shall assess the monetary penalty prescribed and a penalty of twenty-five dollars (\$25.00).

(d) In the event of a conflict between this chapter and any other City ordinance providing for a civil penalty, this chapter shall control.

(10) A person who willfully fails to pay a monetary penalty as required by provisions of this chapter may be found in civil contempt of court after notice and hearing.

Section 2. If any provision of this ordinance or its application to any person or circumstance is held invalid, the remainder of the ordinance, or the application of the provision to other persons or circumstances is not affected.

Section 3. This ordinance shall be in force and effect five days from and after its passage by the Kirkland City Council and publication pursuant to Section 1.08.017, Kirkland Municipal Code in the summary form attached to the original of this ordinance and by this reference approved by the City Council.

Signed in authentication thereof this _____ day of _____, 2008.

MAYOR

Attest:

City Clerk

Approved as to Form:

City Attorney

PUBLICATION SUMMARY
OF ORDINANCE NO. 4138

AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO TRANSPORTATION DEMAND MANAGEMENT, REPEALING AND REENACTING CHAPTER 7.06 OF THE KIRKLAND MUNICIPAL CODE RELATING TO COMMUTE TRIP REDUCTION, ADOPTING THE CITY OF KIRKLAND COMMUTE TRIP REDUCTION (CTR) PLAN AND IMPLEMENTING MEASURES AS REQUIRED BY RCW 70.94.527.

SECTION 1. Repeals and reenacts Kirkland Municipal Code Chapter 7.06 related to commute trip reduction and adopts the City of Kirkland Commute Trip Reduction plan.

SECTION 2. Provides a severability clause for the ordinance.

SECTION 3. Authorizes publication of the ordinance by summary, which summary is approved by the City Council pursuant to Section 1.08.017 Kirkland Municipal Code and establishes the effective date as five days after publication of summary.

The full text of this Ordinance will be mailed without charge to any person upon request made to the City Clerk for the City of Kirkland. The Ordinance was passed by the Kirkland City Council at its meeting on the _____ day of _____, 2008.

I certify that the foregoing is a summary of Ordinance _____ approved by the Kirkland City Council for summary publication.

City Clerk