

# City of Kirkland Draft Commute Trip Reduction Plan

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June 2007

## Table of Contents

INTRODUCTION.....	1
I. BASELINE ASSESSMENT .....	3
II. AND III. BASELINE AND GOALS FOR 2011.....	32
IV. STRATEGIES FOR ACHIEVING GOALS AND TARGETS .....	33
V. REQUIREMENTS FOR MAJOR EMPLOYERS .....	38
VI. FINANCIAL PLAN.....	40
VII. IMPLEMENTATION STRUCTURE .....	44
VIII. DOCUMENTATION OF CONSULTATION .....	46
IX. GROWTH AND TRANSPORTATION EFFICIENCY CENTER.....	47

## List of Appendices

Appendix A:	City of Kirkland Zoning Map
Appendix B:	City of Kirkland Transit Services and Facilities
Appendix C:	Commute Trip Reduction Workshop Summary
Appendix D:	Summary of Policies That Support CTR
Appendix E:	Glossary of Terms

## INTRODUCTION

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

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

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

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

### Benefits of the CTR Program to City of Kirkland

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

- *Rising facility costs.* The cost of expanding highways and parking facilities is increasing. In many cases it is more cost effective to manage demand than to continue expanding supply. If the CTR program is successful, it will help reduce the demand on state, regional and local streets. This in turn helps to reduce the need to expand the roadway system.
- *Increased urbanization.* In Kirkland, the majority of people and jobs are located in urban areas, where traffic problem is significant and alternative modes are more cost effective.

- *Demographics.* As the population becomes older and more mature, it will become more important to increase the availability of quality travel options for non-drivers. Senior citizens will be more dependent on transit and non-motorized travel options.
- *Energy Costs.* Vehicle fuel costs have risen dramatically and are projected to increase in the future due to depletion of oil supplies and environmental constraints. Rising costs have increased the demand for non-drive alone travel alternatives. The vanpool market, in particular, has exceeded demand and there are currently waiting lists for available vanpools.
- *Consumer preferences and market trends.* CTR is addressing current consumer preferences in which more consumers want to live in more multi-modal communities where it is possible to walk and bicycle safely, use neighborhood services, and have access to quality public transportation.
- *Environmental concerns.* CTR helps to address concerns over air pollution, sprawl and other environmental impacts by reducing the demand for automobiles. Automobiles comprise 55% of air pollutants. For each car that is taken off the road, there is a significant benefit to the environment.

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

## I. BASELINE ASSESSMENT

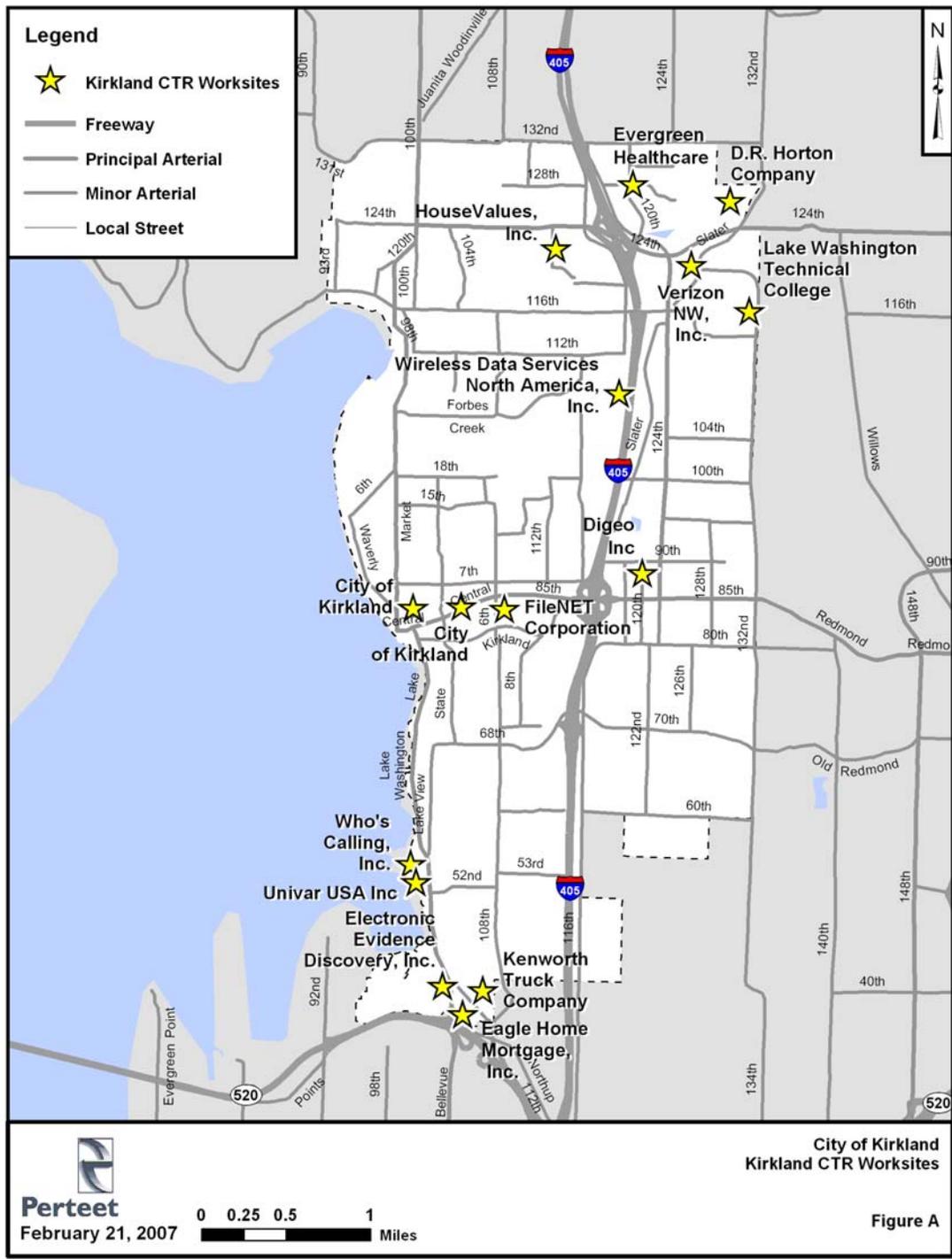
### Affected CTR Work Sites

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

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

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

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



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

**City of Kirkland – 123 5<sup>th</sup> Avenue**

Existing and planned land use conditions:	<p>The city offices are located 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 to 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. The Kirkland Transit Center is within two blocks of 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 also available.</p>
Existing CTR Program	<p>City of Kirkland provides flexpasses to employees, alternative work schedules, bicycle and shower facilities and subsidies for carpooling, vanpooling, bicycling and walking. The City offers a monetary incentive for participating in non-drive alone modes and a telework program to its employees.</p>

## City of Kirkland



Parking lot



Street parking



Street parking on 5<sup>th</sup> 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 4<sup>th</sup> 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. There are no on-street parking adjacent to the site and time-limited on-street parking is within one block of this site.
Existing CTR program	Employer offers flexpass to its employees.

**FileNet, an IBM Company**



Building



Parking lot



Parking garage



6<sup>th</sup> Street with building on the right side

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

Digeo Broadband, Inc. – 8815 122<sup>nd</sup> 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 but 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. Signal coordination and ITS implementations are planned for the 85<sup>th</sup> Street corridor as well as driveway consolidations.</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>The worksite has free parking on-site with preferred parking for carpool and vanpool. There is no on-street parking near the site. There are covered bicycle racks.</p>
Existing CTR program	<p>Digeo participates in the transportation management program (TMP) that is offered by the property management. Program includes a \$25/month subsidy for non-drive alone uses.</p>

Digeo Broadband, Inc.



Building



Bicycle storage



Parking lot



Carpool parking

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

**Who's Calling, Inc. – 5000 Carrillon Point**

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

Who's Calling, Inc.



Sidewalk and crosswalk

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

## Eagle Home Mortgage – 10510 Northup Way

Existing and planned land use conditions:	This business is located in the south end office area in the Yarrow Bay Business District. The area is zoned Office.
Existing and planned transportation facilities:	<p>This worksite is located on Northup Way just east of Lake Washington Blvd, a major north-south arterial into Kirkland. It is located north of SR-520 and has easy access to SR 520.</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 within walking distance of the worksite with additional local and commuter service to Redmond, Bellevue, Kenmore, Downtown Seattle, and the University District.
Existing parking conditions:	The worksite contains free parking to employees and visitors but no on-street parking.
Existing CTR program:	Employer promotes carpooling by offering priority spaces for carpoolers. They also offer guaranteed ride home for their employees.

Eagle Home Mortgage



Building



Bus stop across street from building



Parking garage



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:	76%
2011 VMT/Employee Goal:	10 Miles/day
Services Available:	Bus
Bus Routes:	MT 220, 234, 230, 243, 255, 256
Parking:	Free; no capacity constraints
Recommended CTR Strategies:	Offer subsidies for carpooling and vanpooling; implement telework program for selected employees; provide Flexpass to employees.

**Kenworth Truck Company – 10630 NE 36<sup>th</sup> 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 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 within walking distance of the worksite with additional local and commuter service to Redmond, Bellevue, Kenmore, Downtown Seattle, and the University District.
Existing parking conditions:	The worksite contains free parking to employees and visitors but there are no on-street parking within walking distance of the site.
Existing CTR program:	Employer offers Flexpass to their employees and charges \$7/month for covered parking. Employer also has a registered carpooler program and a company provided van for business related trips.

## Kenworth Truck Company



Building entrance



Parking lot



Parking lot



Park and Ride

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

DR Horton – 12931 NE 126<sup>th</sup> 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 is 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 but no on-street parking.</p>
Existing CTR program:	<p>Employer offers a carpool incentive of \$50/carpooler per month.</p>

DR Horton 12931 NE 126<sup>th</sup> Place (newly affected CTR work site)



Building entrance



Pedestrian trail on 126<sup>th</sup> Place



132<sup>nd</sup> Street



128<sup>th</sup> 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 128<sup>th</sup> 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 is 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. There is no on-street parking near to work site.</p>
Existing CTR program:	<p>Employer offers Flexpasses 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:	70%
2011 VMT/Employee Goal:	9 Miles/day
Services Available:	Bus
Bus Routes:	MT 230, 236, 238, 252, 255, 291, 935
Parking:	Free; no capacity constraints
Recommended CTR Strategies:	Offer subsidies for carpooling and vanpooling; implement telework program for selected employees.

House Values, Inc. – 11332 NE 122<sup>nd</sup> 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. Mixes 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. On street parking is available.</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 122<sup>nd</sup> Way

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

Lake Washington Technical College – 10605 132<sup>nd</sup> 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. Mixes 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. On street parking is limited.
Existing CTR program:	Employer offers subsidies to staff and students for participating in non-drive alone modes.

## Lake Washington Technical College



School entrance



Carpool parking



Bus stop at east entrance

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

**Wireless Data Services North America, Inc. – 10809 120<sup>th</sup> 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. Mixes 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 are within a quarter mile from this worksite served 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. On street parking is available.</p>
Existing CTR program:	<p>Employer offers flexpasses 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:	59%
2011 VMT/Employee Goal:	10 Miles/day
Services Available:	Bus
Bus Routes:	MT 236, 260
Parking:	Free; capacity is constrained.
Recommended CTR Strategies:	Implement parking management program; implement telework program to selected employees.

**Electronic Evidence Discovery Inc. 3933 Lake Washington Blvd.**

Existing and planned land use conditions:	This business is located in the south end office area in the Yarrow Bay Business District. The area is zoned Office.
Existing and planned transportation facilities:	<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. On-street parking is available.
Existing CTR program:	Employer offers flexpasses to employees.

Electronic Evidence Discovery 3933 Lake Washington Blvd.



Work site is located at the Plaza at Yarrow Bay

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

## Summary of Existing CTR Programs in the City of Kirkland

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

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

## Supporting Comprehensive Plan Policies

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

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

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

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

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

## Supporting Transportation Policies, Plans and Projects

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

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

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

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

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

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

- A new traffic signal, including controlled pedestrian crosswalk at Kirkland Avenue and 6<sup>th</sup> Street Project Number TR 0065, scheduled for completion in 2009. Total cost: \$400,000
- Traffic calming and pedestrian amenities on 120<sup>th</sup> Avenue NE from Totem Lake Boulevard to NE 128<sup>th</sup> 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 112<sup>th</sup> Street from NE 87<sup>th</sup> Street to NE 90<sup>th</sup> Street. Project number NM 0049, scheduled for completion in 2011. Total cost: \$200,000.

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

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

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

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

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

### Supporting Transit Plans and Projects

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

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

• **II. and III. BASELINE AND GOALS FOR 2011**

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

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

Example:

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

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

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

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

## IV. STRATEGIES FOR ACHIEVING GOALS AND TARGETS

### Potential Actions for the City to Eliminate Barriers

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

- Transit:

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

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

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

- Parking:

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

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

- Local Networking Opportunities:

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

- Land Use

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

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

- Employer Assistance

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

- Management Support and ETC training

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

- Subsidies

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

- Construction Mitigation

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

## Recommended Strategies to Achieve Goals

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

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

Strategy	Description
<b>Policies and Regulations</b>	
<b>Employer Notification and Enforcement</b>	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.
<b>ETC Training and Guidelines</b>	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.
<b>Review Parking Policies</b>	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.
<b>Amend Comprehensive Plan to include language about the CTR Efficiency Act</b>	The City should review its Comprehensive Plan and add new policies to correspond with its CTR plan, if necessary.

Strategy	Description
<b>Services and Facilities</b>	
<b>Transit Services</b>	King County Metro Transit will continue to provide transit services to CTR work sites, where service is currently available. King County Metro Transit will make service enhancements based on its updated Six-Year Transit Development Plan. Increase transit service through King County's Trans Now partnership program.
<b>Vanpool Services</b>	King County Metro Transit will target adding 5 new vans city-wide in 2008.
<b>Carpool Services</b>	The City and King County Metro Transit will continue to encourage carpooling and use of <a href="http://www.rideshareonline.com">www.rideshareonline.com</a> or Pierce Transit staff to assist in carpool matching services.
<b>Bicycling and Walking Amenities</b>	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.
<b>Telework Program</b>	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.
<b>Car Sharing Service</b>	The City will evaluate the market for a car sharing service, such as Flexcar, near CTR sites.
<b>Alternative and Flexible Schedules</b>	The City will work with employers to encourage them to offer alternative and flexible work schedules for their employees, including compressed work weeks.
<b>Transit &amp; Non-motorized Coordinator Staff</b>	A City staff person to manage and promote transit and non-motorized programs within the City and oversees the CTR plans.
<b>Employer Assistance</b>	The City will coordinate with King County Metro Transit to provide assistance to affected employers to help them meet the requirements of the CTR Efficiency ACT and implement their programs.

Strategy	Description
<b>Marketing and Incentives</b>	
<b>Management Support</b>	The City and King County Metro Transit will work with CTR worksite managers and owners to educate them about the benefits of CTR to their organizations.
<b>Subsidies</b>	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.
<b>Parking Management</b>	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.
<b>Marketing and Education</b>	This program would expand education efforts to CTR employees about alternative commuting including workshops, information brochures, and advertising.
<b>Transportation Fairs</b>	The City will work with King County Metro Transit and major employers to conduct on site promotions, transportation fairs, and increase awareness and use of commute alternatives.
<b>Networking Opportunities</b>	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.
<b>Programs to Help Mitigate Construction Activities</b>	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
<b>Designate Employee Transportation Coordinator</b>	<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 City of Kirkland 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>
<b>Regular Distribution of Information to Employees</b>	<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"> <li>• Description of the employer's commute options program</li> <li>• Transit system maps and schedules</li> <li>• Vanpool rider alerts</li> <li>• Weekly traffic alerts</li> <li>• Metro and Sound Transit campaign promotional materials</li> </ul>
<b>CTR Reporting</b>	<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>
<b>CTR Survey</b>	<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>
<b>Implementation of a Set of Measures</b>	<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"> <li>• Transit</li> <li>• Vanpool</li> <li>• Carpool</li> <li>• Bicycle or walking</li> <li>• Telework, Compressed Work Week, or Flexible Work</li> </ul>

Required Element	Description
	<p data-bbox="657 264 771 296">Schedule</p> <ul data-bbox="609 306 1144 338" style="list-style-type: none"> <li data-bbox="609 306 1144 338">• Other non-single occupant vehicle modes</li> </ul> <p data-bbox="560 380 1291 453">Measures to reduce drive alone trips and vehicle miles traveled include, but are not limited to:</p> <ul data-bbox="609 495 1388 1776" style="list-style-type: none"> <li data-bbox="609 495 1356 569">• Provision of preferential parking or reduced parking charges for high occupancy vehicles</li> <li data-bbox="609 579 1356 653">• Instituting or increasing parking charges for single-occupant vehicles</li> <li data-bbox="609 663 1193 695">• Provision of commuter ride matching services</li> <li data-bbox="609 705 1096 737">• Provision of subsidies for transit fares</li> <li data-bbox="609 747 1031 779">• Provisions of vans for vanpools</li> <li data-bbox="609 789 1258 821">• Provisions of subsidies for carpooling or vanpooling</li> <li data-bbox="609 831 1047 863">• Provision of car sharing services</li> <li data-bbox="609 873 1372 947">• Permitting the use of the employer’s vehicles for carpooling or vanpooling</li> <li data-bbox="609 957 1063 989">• Permitting flexible work schedules</li> <li data-bbox="609 999 1388 1073">• Cooperation with transportation providers to provide additional regular or express service to the worksite</li> <li data-bbox="609 1083 1323 1157">• Construction of special loading and unloading facilities for transit, carpool, and vanpool users</li> <li data-bbox="609 1167 1372 1241">• Provision of bicycle parking facilities, lockers, changing areas, and showers</li> <li data-bbox="609 1251 1388 1325">• Provision of a program for parking incentives such as a rebate for employees who do not use the parking facility</li> <li data-bbox="609 1335 1372 1409">• 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> <li data-bbox="609 1419 1388 1493">• Establishment of a program of alternative work schedules such as compressed work week schedules (such as 4/40 or 9/80)</li> <li data-bbox="609 1503 1356 1577">• 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> <li data-bbox="609 1587 1388 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</li> </ul>

## VI. FINANCIAL PLAN

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

### Funding Sources

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

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

<b>Program Expenses</b>
-------------------------

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

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

## Financial Gaps

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

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

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

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

## Summary

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

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

## 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
<b>City of Kirkland</b>	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.
<b>King County Metro Transit</b>	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.
<b>Major Employers</b>	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
<b>Policies and Regulations</b>		
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
<b>Services and Facilities</b>		
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
<b>Marketing and Incentives</b>		
Wheel Options Campaign	City of Kirkland and King County Metro Transit	2008 – 2011 (conducted twice a year)
Management Support	King County Metro Transit and City of Kirkland	On-going
Subsidies	King County Metro Transit	On-going
Parking Management	City of Kirkland and King County Metro Transit	On-going
Marketing and Education	King County Metro Transit	On-going
Promotional Events	King County Metro Transit	On-going

## VIII. DOCUMENTATION OF CONSULTATION

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

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

The City conducted the following outreach and coordination meetings:

- In the first week of January, we mailed out information to all CTR sites about the new CTR Efficiency requirements and invited them the CTR workshops in January 2007.
- The City of Kirkland participated in an interlocal meeting to discuss about the CTR and GTEC plans with the following jurisdiction on April 30<sup>th</sup>: Bothell, Mercer Is., Woodinville, Renton, Bellevue, Redmond, and Issaquah.
- The City met with King County on March 12<sup>th</sup> to talk about strategies for GTEC and matching funding from K.C. for the GTEC.
- The City plans to send out copies of the draft CTR plans to CTR-affected work sites and have them review and comment on the draft plans.
- On January 29, 2007, a CTR Employer Workshop was held for all affected employers at the City of Kirkland's offices. During these workshops, employer requirements to comply with the CTR law and CTR strategies were discussed. A summary of the workshop can be found in Appendix C.

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

## IX. GROWTH AND TRANSPORTATION EFFICIENCY CENTER

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

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

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



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# APPENDICES

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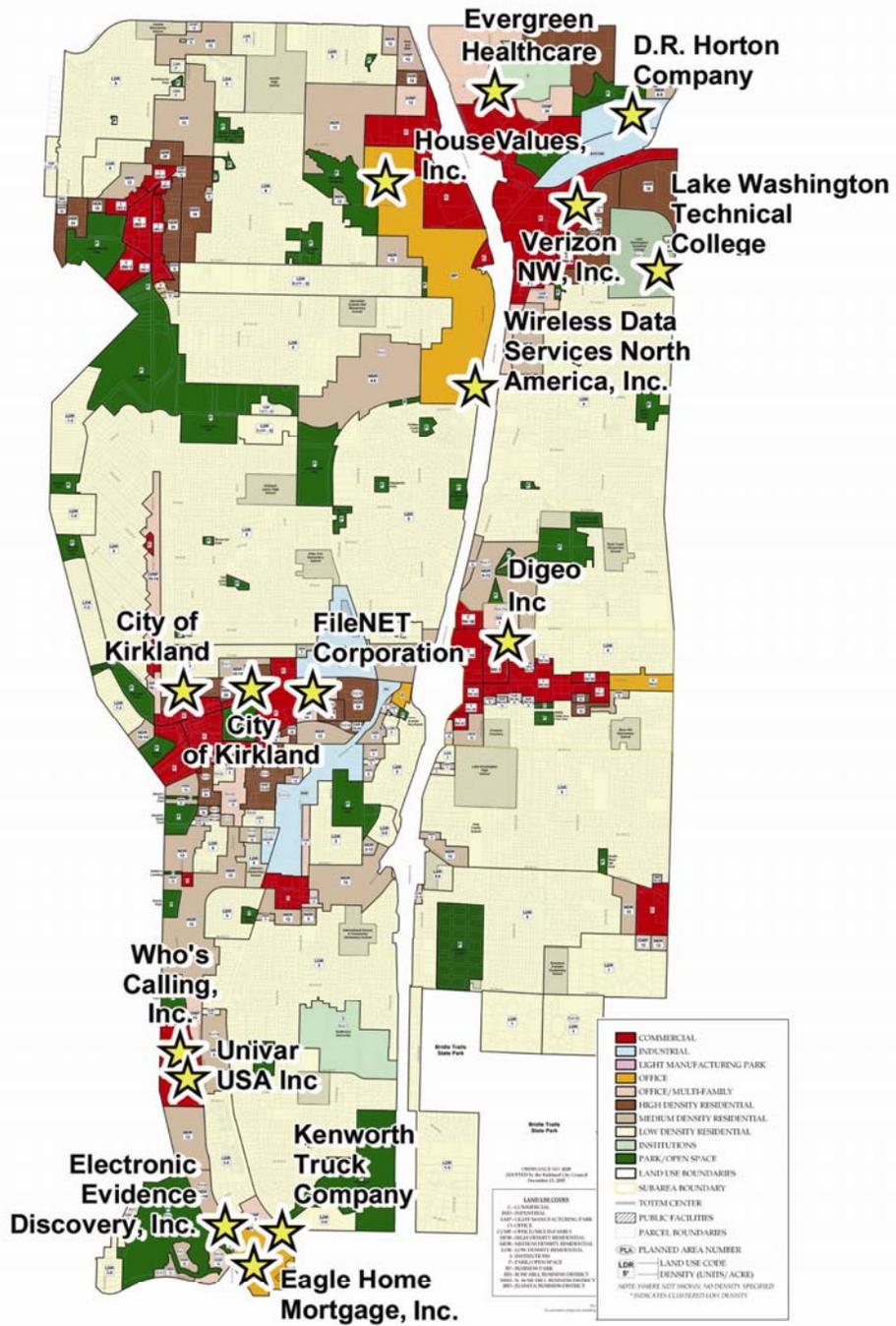
# Appendix A

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CITY OF KIRKLAND  
ZONING MAP

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



# Appendix B

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CITY OF KIRKLAND

TRANSIT SERVICES AND FACILITIES

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### 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

# KIRKLAND

## Route Frequency

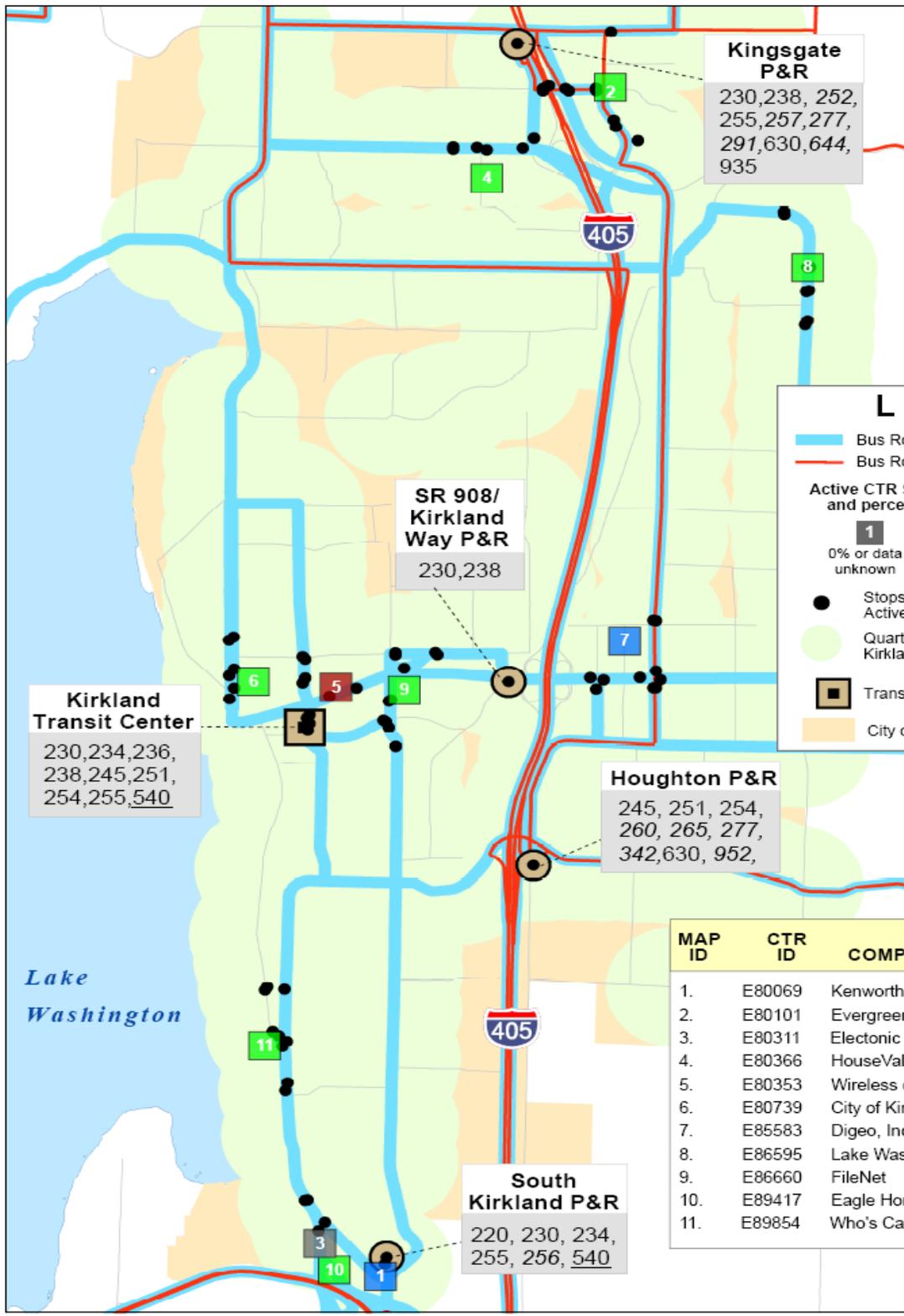
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February 7, 2007



**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	2	3	4
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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February 14, 2007



King County

## Appendix C

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### COMMUTE TRIP REDUCTION WORKSHOP SUMMARY

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

**Results of Employer Workshop**

**Participants:**

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

**Feedback from Employers**

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

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

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

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

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

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

## **Attendance and Remarks**

Seven out of twelve affected employers attended the workshop.

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

## **Employer Issues**

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

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

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

## Appendix D

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### COMMUTE TRIP REDUCTION SUMMARY OF POLICIES THAT SUPPORT CTR

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## 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	
<b>Inter-Agency Coordination</b>	
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
<b>Urban Growth Areas</b>	
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
<b>Urban Design</b>	
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"> <li>• Preferential parking for car pools and van pools</li> <li>• Special loading and unloading facilities</li> <li>• Transit facilities, including comfortable bus stops, and waiting areas, adequate turning room, and where appropriate, signal preemption and queue-jump lanes</li> <li>• Bicycle parking and related facilities</li> </ul>	LU-3.5
<b>Inter-Agency Coordination</b>	
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
<b>Zoning</b>	
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
<b>Housing Element</b>	
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
<b>Capital Facilities Element</b>	
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

<b>Utilities Element</b>	
Secure sidewalk and trail easements over existing utility lines where ever feasible	U-1.8
<b>Transportation Element</b>	
<b>Carpools, Vanpools, &amp; Ride Share</b>	
Ensure that the city as an employer sets a positive example by maintaining a strong transportation demand management program for its employees.	None
<b>Pedestrian System Connectivity</b>	
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
<b>Pedestrian Safety and Security</b>	
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
<b>Pedestrian and Bicycle Convenience</b>	
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
<b>Accessibility</b>	
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
<b>Public Transportation</b>	
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
<b>Ferries</b>	
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
<b>Education and Encouragement</b>	
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
<b>Monitoring</b>	
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
<b>Economic Development Element</b>	
<b>Funding Mechanisms</b>	
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
<b>Employment</b>	
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
<b>Parks &amp; Open Space Element</b>	
Provide for adequate roadway, pedestrian, and bicycling connections in newly developing areas of the city, promoting both internal access and linkages with the rest of the city.	PR-1.2
Identify areas to be designated as pedestrian promenades, with pedestrian friendly environments.	None
Provide for uniform bicycle and pedestrian markings and design standards for travel along city bikeways and walkways.	None

**Appendix E**  
**GLOSSARY OF TERMS**

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## 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.

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

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

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

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

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

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

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

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

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

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

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

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

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