Survey 1: Summary Report

Question 1

We're setting a new course for the program, what are some ways you have thought of to change the scope of the program?

There are 23 response(s) to this question.

#	Response
1	More employers--larger geography--local determination
2	Target audience, centers and corridors, addressing capacity constraints
3	Broaden purpose and use of funds
4	Focus resources where the program will be most effective.
5	None. I like the current program.
6	Figuring a way to capture more revenue to try new ways to reduce trips. We know from prior experience, that incentives work for both employer and employee.
7	Focus on all trips, not just commute trips.
8	Include residential and personal trips
9	Since we've worked with employers for over 20 years, keep the focus on employers STILL - as well as corridors - not residents, as there's not enough money to start something new and make big changes
10	I would like to see the program be expanded to become something more than just commuters to work to think about. It makes sense for all trips and should be considered by anyone using the state's roadways.
11	Develop a clear and concise list of key objectives for the program and develop a work program that leads to achievement of these key objectives.
12	The biggest challenge is making the program for CTR affected areas making it applicble to individual regional needs yet still measurable.
13	Remove employee arrival time window in the current law
14	Retain the CTR core program and seek significant new funds to grow the CORE and new innovative proposals.
15	It seems that the CTR Board needs to consider the efficacy of it's current program and to what extent any movement toward the goals/targets is related to CTR programs or other investments. As someone relatively new to the CTR world, it seems to me the challenge is whether the current strategy/ies in place are effective in achieving the ultimate objectives of the program. In terms of whether this means changes to "the scope of the program" (and what, precisely, is the scope of the program anyway?), I can't say for sure, only that it seems like something needs to change when there are such dramatically uneven results in CTR-affected jurisdictions DAR and VMT numbers when many of them ostensibly implement the same strategies.
16	Leverage land use policies to work in service of CTR.
17	Focus program and marketing towards areas of the state with the most congested roadways and intersections.

18	Find better ways to incentivize employers to promote sustainable transportation modes to work, i.e. not just the ridesharing tax credit, and then put that program on autopilot. Redirect most of the CTR money and effort toward community trip reduction approaches.
19	Provide more fluent options for CTR affected sites and jurisdictions.
20	Would like to see it expanded to encourage ALL travelers/commuters choose a method outside of driving alone. Also would prefer to drop the focus of 6 - 9 a.m. congestion, and instead focus on ALL trips. People already know the 6 - 9 a.m. timeframe is the heaviest traveled, for they sit in it every day.
21	Consider finding ways to support reduction in discretionary trips; SOVs commuting to work have a greater economic value in most cases than personal discretionary trips during the same time
22	Involving multiple businesses to form a consortium to to achieve equally if not more effective mode split goals
23	Focus resources on areas that need/can benefit the most, based on quantitative analysis. Retain a regulatory approach to get employers to the table. For jurisdictions who wish it and can show how a different approach will provide better results, have a process for them to do something different.

Question 2

What are your expectations for your participation and engagement?

There are 21 response(s) to this question.

#	Response
1	I want to be kept in the loop as decisions are made
2	I'm having enough, thank you.
3	happy to help in structured brainstorming sessions
4	To be an active member throughout this process.
5	Limited.
6	I expect to be involved
7	Higher learning.
8	In the program? outreach. In the workshop? being able to weigh in, discuss new paths forward
9	Full participation and engagement
10	I am a board member and expect to listen and consider all viewpoints from various public and private entities.
11	I expect to be an active participant and to receive timely background materials and clear questions and expectations.
12	I think the CTR Board needs to hear directly from implementers - some of them are more aware of the hands-on challenges more than others.
13	I anticipate approximately 2 hours' worth of work each month outside of the meetings to work on tasks between meetings and in preparation of upcoming meetings

14	I hope that all voices are heard and we achieve strong consensus.
15	I expect to be an active participant and closely engaged with this process and I would only hope that the CTR Board leans heavily on the TAG during this process.
16	Come with open mind and ready to share ideas that are outside of the box -
17	Here in Whatcom County, we feel like we've been a good testing ground for the community approach. We're now looking for funding to help other areas that want to try similar approaches.
18	I expect to be fully engaged and expect the same for our staff.
19	We participate willingly and enthusiastically, encouraging employees to carpool, find a vanpool, or bike when commuting. We would do this whether or not there were CTR requirements, for it makes sense for our community
20	That the perspective of transit agencies operating with constrained operating budgets are considered
21	Same as current. Don't have additional staff time available.

Question 3
What are your organization's objectives?

There are 21 response(s) to this question.

#	Response
1	To improve the transportation system
2	I object! No, my organization wants to see the transportation system to be more efficient so we can operate more quickly and grow more ridership.
3	Provide statewide budget and accounting oversight and direction
4	To provide quality, sustainable and effecient transportation to the population we serve.
5	To assist employers in our city to meet their state CTR requirements and to assist them with providing an appropriate level of targetted strategies for reducing SOV commute trips.
6	to reduce trips and continue to set an example for residents and businesses
7	To learn more about WSDOT priorities.
8	to reduce the number of drive alone trips
9	Increase transit ridership, build strong partnerships
10	I am retired
11	To provide excellent regila transportation services and to improve the quality fo life for all in our community.
12	Tying land use and transportation planning together in comprehensive planning, to focus new development and growth in existing urban growth areas
13	Grow CTR partnerships to increase mode shift given our enormous needs/public desire for improved choices to driving alone.
14	I'm not sure I understand this question. In general? Or specific to CTR?
15	develop products and marketing materials for outreach to jurisdictional, employer and employee support for using alternatives to driving alone.

16	Increase mode share for walking, bicycling and transit and increase the percentage of the population that uses those modes at least some of the time.
17	To provide alternatives to the SOV that are viable for all peopkle of the county.
18	Healthier (financially and otherwise) employees and citizens. Less traffic congestion.
19	Many, but simply put, to maximize the community benefit obtained from public transportation within limited financial resources
20	To increase the use of alternatives to driving alone to realize our vision for vibrant urban centers and offering a diversity of choices. Community priorities emphasize actions to help: support a vibrant business community, foster greeness and community character, encourage efficient use of existing and planned infrastructure, and promote efficiency and innovation as a responsible government.
21	Reduce drive-alone rate (which furthers additional objectives of reducing greenhouse gas emissions; improving livability and economic vitality, etc.)

Question 4
Does CTR contribute to your organizational objectives? How could it?
There are 22 response(s) to this question.

#	Response
1	Yes! Very nicely
2	It builds our market share. Employers are our single largest source of ridership and revenue (other than sales tax),
3	yes
4	Yes.
5	Yes, minimally.
6	it is a measure of meeting climate change objectives, green objectives and contributing to cleaner air for the region
7	Yes.
8	yes
9	Yes as is through employers
10	I am retired
11	Marginally. CTR could coordinate data collection, outreach and marketing and market research efforts with my organization.
12	Indirectly
13	Yes! The state is a critical partner in our city and region. It would be helpful to translate those benefits to our city mayors and other political leaders around the state.
14	In terms of implementing the region's long-range transportation plan, CTR can greatly contribute to my organization's objectives in that CTR works to reduce demand during peak travel periods, which improves congestion, air quality, and saves users time and money.
15	It is organizational objective.
16	Yes. Reduction of congestion, more people using transit and vanpool services.

17	Possibly, but if so, only marginally. The CTR program structure is too focused on work trips and automobiles. It would be better if an entirely new program devoted to incubating new approaches were developed. "Commute Trip Reduction" is the wrong name and the wrong approach.
18	Yes. We are a Transit Operation and CTR plays a critical role in helping the employers in our county.
19	To some level, CTR contributes to organizational objectives. It could do more by broadening the focus to all employees, and utilizing more obvious means of delivering the "STOP DRVING ALONE" message.
20	Yes.
21	Yes
22	Yes; the combinations of program requirements and hand-holding have lowered drive-alone rates.

Question 5

What should the board consider when building the agenda for the workshop?

There are 20 response(s) to this question.

#	Response
1	Engaging broad perspectives
2	What can we accomplish? Do we want consensus? Suggest we prepare a menu of choices and walk out with some decisions. Do not build solutions from the ground up with this group.
3	structure the conversation to drive to deliverables
4	How best to facilitate partnerships that will envoke behavior change.
5	Remember that local jurisdictions are more financially constrained than in previous budget cycles and there are limited resources availalbe for making any kind of changes at this time.
6	How to engage the next generation in the discussions and provide clear assistance
7	A broader scope of topics to engage the private sector.
8	discussion time. throwing everything you know out and starting from scratch. not thinking about incremental change. what's a perfect world and how do we get there?
9	Make sure implementers are able to be involved as we are on the front lines and know what works and what doesn't work
10	We should consider near-term, mid-term and long-term goals. We could have breakout groups that address each segment or brainstorm as a group if it is not too large.
11	The outcomes we desire should drive the agenda. I would like to know what has and is working and what is not. I would like to see us focus some effort on describing desired outcomes from the CTR efforts.

12   Answering the question "Why are grandfathered jurisdictions otherwise not affected by CTR still in the program when there's a budget crunch?" ; Funding - How to craft a formula that's not swayed by individual interests of board members and the regions they may represent;

13   Defining outcomes for the future and then determining how our current approaches meet that outcome and the need for adds. We also need a strategy session that well-prepared with new WSDOT Secretary.

14   I think the board needs to reckon with the extent to which CTR strategies explain the decrease in DAR/VMT rates. While I think it's great to have all this data, there are many more considerations to make. The flip side is what to do with those jurisdictions that have actually done worse when it comes to their DAR/VMT numbers. What are the implications for CTR in those cases? And how do the answers to these questions suggest a way forward for CTR.

15   After short intro and schedule of the day - jump right into organized chaos and brainstorming (by topic) by groups. Do not focus on verbal reporting out, but rather report out on a preset report form.

16   Be willing to stop spending time and money on a program that is standing still.

17   Do niot be driven only by the heavy hitters, those that can provide the biggest bang for the buck so to speak. There are many variables that play into the success of the programs in each jurisdiction and region.

18   Evaluate other means of turning CTR into a mantra for all people, for when people realize self-interest, they become more willing participants.

19   to remove barriers to thinking outside the box, it seems that we often get caught up in the minor details, a facilitator that can keep us on track and topic to keep our time well spent on the objectives

20   A regulatory approach saves time and money in many cases by bringing employers to the table. Employer contributions to the work trip are still an important part of the picture for reducing trips overall. Marketing to employers to voluntarily bring them to the table takes costs time and money. This part of the program - "traditional CTR" - should not be scrapped. What's currently lacking For areas where employer-based programs are not vialbe, but still meet thresholds for locations where there is high need and potential benefit, having ways to conduct alternate programs makes sense as well.

Question 6
Who are you representing when answering today's questions?

Response	Chart	Percentage	Count
CTR Board		33%	8
TAG		12%	3
Employer		0%	0
RTPO		4%	1
WSDOT		0%	0
Local Government		25%	6
Implementer		8%	2
Other, please specify…		17%	4
		Total Responses	**24**

Survey 2: Summary Report

Question 1

How do you measure progress towards your organization's objectives?

There are 20 response(s) to this question.

#	Response
1	Mode split, with attention to shares of transit, walking and biking
2	Are the ETC's contacting us, are they asking questions, do they have more rideshare participants than the previous year. These are the best ways - surveys are good however they don't tell the day to day story.
3	CTR survey and attainment of program report objectives
4	performance measurement
5	SOV Rate & VMT rate decline
6	Ridership, Modeshare
7	We have a strategic plan with measures for all our functions and we develop our budget proposals according to plan with refinements used from outcomes (what the measures tell us).
8	CTR data and participation in major programs
9	PSRC is developing a monitoring program for it's regional long-range transportation plan Transportation 2040. It is still in development, but it seeks to identify the various categories articulated in the T2040 and assign relevant measures where we can also collect reliable data.
10	Annual scorecard with specifc actions and measures.
11	Key Metric: favorable change in mode split.
12	define a set of objectives, program structure and goals and report back on progress throughout the course of the timeline of the program.
13	Participation in our online trip diary; number of employer partners; numbers of schools hosting our events for kids; number of participants in bicycle events; household travel survey data (when we can afford to conduct these surveys)
14	With the annual survey
15	Bi-annual CTR survey
16	Our measures are taken from the biannual survey resutls
17	Mode splits from survey data
18	Ridership, cost effectiveness, many other metrics
19	CTR surveys and city-sponsored sample surveys; will use Census products in the future
20	Customer and community feedback, increased ridership on our transit services

Question 2

How does success in demand management affect your organization's objectives?

There are 20 response(s) to this question.

For questions 2 and 3, respondents were told they may answer both questions or just one of the two.

#	Response
1	It is critical. Managing demand is an integral part of our strategy to maintain and enhance a vibrant economic base while ensuring our communinty character is preserved (including livability, green qualities, and human scale development).
2	Parking is freed up, more people are taking buses or ridesharing
3	it helps with LOS, planning efforts and grant applications
4	It helps implement our sustainability plan, which includes a goal of reducing our agency commute impacts. It also helps us reduce business travel impacts and costs, as we encourage carpooling to off-site meetings whenever possible.
5	Reduced impact on existing infrastructure and reduced need for new infrastructure
6	Increases success
7	Yes, very much! Citywide, our needs for choices is huge and our updated transit plan shows demand for 5 x the transit investment to meet protected demand. TDM efforts are a core part of our operations, program development and work with regional partners, particularly transits.
8	affects directly
9	Success in demand management would ultimately mean a less congested transportation system, improved air quality, and more choices for users. These are all desired outcomes specified in Transportation 2040, so successful demand management would greatly affect my organization's objectives.
10	Marginally.
11	Success creates better economic environment in downtown. Congestion chokes economic prosperity
12	positively, when employers and jurisdictions make progress in reducing congestion on their local roadways, they are happy and their business and retail community is happy.
13	As a council of government, we exist to serve our member governments. We have proposed to them that our TDM activities serve their interests and they have agreed with us. Our success is their success.
14	Successful demand management strategies makes our organizations goals easier to achieve because the there is more relevance between the two. (Not sure if I understood the question)
15	It's what our focus is about so it's very important.
16	We tend to hold onto "static" objectives, and not change them based on success or lack thereof
17	Minor or no impact to overall system due to large portion of regional traffic
18	People are encouraged to ride transit (vanpool, bus, paratransit) which supports ridership growth
19	Greenhouse gas emissions, support of downtown vision, retaining mobility in spite of growh
20	Success equates to increased ridership on our buses and vanpools.

Question 3

How does lack of success in demand management affect your organization?

There are 10 response(s) to this question.
For questions 2 and 3, respondents were told they may answer both questions or just one of the two.

#	Response
1	It creates challenges in realizing our vision for our community.
2	affects the air quality of the area
3	It increases our costs from business travel. Employee commute impacts our greenhouse gas emissions, which we have to report and track as part of our efforts to reduce our carbon footprint.
4	Less success
5	If we're not proactive, we know development will go elsewhere. Choices in travel are key to achieving our city's economic and livability objectives.
6	Pretty much the opposite of Question 2. A lack of success in demand management means greater demand for scarce system resources, which leads to greater congestion, higher costs for users in terms of time and money, and worse environmental outcomes.
7	Marginally with the primary impact being on our ability to meet peak period demands.
8	Reduces economic competativeness and desirblity of downtown. Reduces affordablitiy of acces to jobs
9	Many companies who have very high transit mode share would see far fewer people taking transit since it would not longer be something many of these companies would have on their radar.
10	Increased congestion, less progress toward measured sustainability goals (greenhouse gas emissions)

Question 4

What does your performance look like now?

There are 20 response(s) to this question.

#	Response
1	Effective.
2	We have engaged ETC's but we don't have major traffic or parking issues so there is little incentive for the employees
3	maintainance level due to economic downturn.
4	We are successfully reducing impacts from business travel. We are uncertain about our commute and are looking forward to data from our next CTR Survey, which we use as our benchmark. We think we may have lost ground on our employee commute as a result of our office move and now that we no longer charge for parking.

5	Fair, it is not what we would like, but is holding steady
6	Trending up
7	We're tracking OK - but future demand will likely vastly outstrip our ability to keep up.
8	not good
9	We're still in the process of developing our monitoring program, so we're not entirely sure.
10	Good. We have increasing ridership and are seeing success with construction, TOD and other programs.
11	Excellent
12	making progress, but still a long ways to go
13	We continue to attact new participants and partners. We believe that there is plenty of work still left to do.
14	Steady progress through the years without obtaining the prescribed goals
15	We have very engaged ETC's but lack support from upper management at affected sites. All the low hanging fruit is no longer there so it's more challenging but we keep trying!
16	Performance looks good. Not up to the actual targets set, but progress has been made.
17	Very similar to surrounding jurisdictions
18	Good.
19	Moderately successful
20	Okay, but definitely room for improvement

Who are you representing when answering this question?

Response	Chart	Percentage	Count
CTR Board		15%	3
TAG		10%	2
Employer		0%	0
RTPO		5%	1
WSDOT		0%	0
Local Government		35%	7
Implementer		10%	2
Other, please specify...		25%	5
		Total Responses	**20**

Survey 3: Summary Report

Question 1

Please identify 1-3 specific things that state or local government could do to support your organization's efforts in demand managment including CTR.

| 1.

#	Response
1	I think the big one here is funding. Funding would be the most direct, actionable, and clear signal that the state values demand management as a strategy for producing a "21st century transportation system." (Mostly State, but also Local)
2	Education and marketing are vital.
3	Provide funding opportunities for TDM projects, through a competitive grant process. Also, support/partner on TDM projects that are funded through existing regional competitions.
4	Establish tolls during the targeted CTR times to reduce traffic
5	Provide possitive messages on a statewide level. Particularly effective would be a series of TV and radio PSAs describing the good news about CTR. This would provide legitimacy to CEOs of private companies, to elected officials and to management of both public agencies and private businesses to allow more time and effort to be devoted to this program.
6	Consistent and increased funding for CORE and GTEC funding-state and local.
7	Advocate for 1% of the state's transportation budget being spent on bicycle and pedestrian projects and programs (not just infrastructure, but education and encouragement too).
8	Keep the program simple yet flexible to implement at worksites that may not have adeqaute public transportation system
9	more local match funding for state funding
10	Provide clear visualization for county wide policy support
11	Measurement, including continuation of current survey process, to help justify the program. Quantitative analysis that could help tease out results that are due to the CTR program activities (and other TDM activities) versus external drivers (gas price, etc.) would be especially valuable. Also valuable would be cost-benefit analysis of TDM in comparison with road infrastructure projects.
12	Provide additional funding for CTR

| 2.

#	Response
1	Taking the lead at integrating demand management in all aspects of project construction. (State)
2	Incentives help a lot.
3	Offer incentive/reward for those who drive outside targeted CTR times
4	Increase funding support to local agencies. Over the last decade, more and more responsibility and requirements have been placed on the local implementor while funds per worksite have decreased.
5	Development of corridor TDM target plans for all major Puget Sound highways - replicate the work done for I-405.
6	Invest in Individualized Marketing projects in cities around the state.
7	Provide adeqaute resources/funding to run the program and reduce staff turnover
8	Provide MPO support for local suburban cities efforts
9	CTR has no teeth. So as a result, jurisdictions don't have teeth either since it's so political. The teeth needs to come from the State - WSDOT.

| 3.

#	Response
1	Demand demand management. Frankly, I think state and local governments need to do a better job at making the case for and then going out and demanding that demand management strategies/activities be incorporated and funded into projects. (State/Local)
2	Consider expanding to smaller employers, schools and part time workers.
3	Place strong support and resources behind public transportation options. Make transit ridership free, increase all agencies to a point where at least the "core" corridor routes operate every 15 minutes.
4	Provide local implementors with jurisdiction specific data more often and in more formats so that the we can report to electeds and spread the good news to employers about gains achieved.
5	Move the state's TDM/CTR budget into WSDOT's priority array and operations budgets so CTR isn't a discretionary/uncertain funding area each biennium.
6	Help cities pay for household travel surveys to measure behavior change and provide high quality mobility data for all trips (not just work trips).
7	Worksite may reach their max. in reducing trips due to many factors....State and local agency need not focus so much time on these sites.

Question 2

What specific items do you think should be discussed at the workshop?

There are 7 response(s) to this question.

#	Response
1	--What is WSDOT's role in demand management apart from CTR? --There needs to be a serious discussion about the performance of CTR affected jurisdiction and what this means for the program going forward. --The purpose and function of the CTR Board going forward and the purpose and function of the TAG. --Is CTR really working?
2	Broadening of the program with brainstorming for specific costs and benefits.
3	Funding for the CTR program. Will it continue to be formula driven, or move to a competitive process to help ensure limited funds/resources are allocated to produce the greatest effect on trip reduction.
4	How to increase the infrastructure of public transit. How to increase the use of mass transit. Ad campaigns to grow awareness/appreciation of mass transit.
5	A step-by-step plan for moving away from a focus on commute trips.
6	What is the next step for CTR program?
7	Interested to know what is going on at the state that is driving this review of CTR. Beyond what we currently do with our CTR and TDM resources, mode shift could be strongly affected by funding choices at the state level to support modes other than driving alone.

Who are you representing when answering this question?

Response	Chart	Percentage	Count
CTR Board		17%	2
TAG		25%	3
Employer		0%	0
RTPO		8%	1
Local Government		42%	5
Implementer		8%	1
WSDOT		0%	0
Other, please specify...		0%	0
		Total Responses	**12**

Survey 4 Summary Report

Question 1
Roadblocks to the success of the program have been identified. These roadblocks hinder the growth and performance of demand management/CTR. Please indicate which of the below seem to be of greatest burden in your area:

Response	Chart	Percentage	Count
Political support		19%	3
Organizational structure		12%	2
Funding		62%	10
Regional integration		0%	0
Other, please specify...		6%	1
		Total Responses	**16**

Other, please specify…

#	Response
1	Better measurement to identify impacts of our actual CTR and TDM programs

Question 2
What other roadblocks can you identify that are impeding success?
There are 11 response(s) to this question.

#	Response
1	Lack of transit service coupled with funding programmatic needs.
2	Everyone is always first in line to sign onto the vision, but when it comes to actually doing something that takes effort of money they are nowhere to be found.
3	The above is a hard question to answer. I also think that how CTR is implemented creates a roadblock because, in many cases, CTR implementation is happening because it must happen, which means that little care is given to implementing CTR in the best way, but instead to the way CTR has to be implemented. I'd also say that a roadblock is in understanding the value of CTR and why it is a worthwhile investment. I suppose you could call that political support, but I also think that is operational/staff-level support as well.
4	inability to support innovative solutions
5	Our region's cities need to more appropriately prioritize TDM/CTR objectives/data, etc. into CIP/Capital program investments. Lack of this priority has led to TDM efforts being segmented/detatched from transportation operations and project development and in turn, has hindered funding.

6   Not sure if you're asking about our jurisdiction locally, or at the statewide level. Since I've already responded on the statewide level (in one of the previous surveys), I'll answer locally.

We need better measurement of program benefits (not just trips reduced in general, but which of those trips reduced are due to our CTR and TDM programs) so that we can gain more internal political/management support.
Management support would allow integration of TDM considerations into the transportation department's other activities (design, construction, traffic management, signals, etc.) It's something that we need to work on locally, but help with measurement could help us with this.

7   Leaders, champions, whatever you want to call them who are willing to be out front and lead by example that will inspire others.

Creativity by local, regional and state planners that have been trying the same things over and over.

8   Clarity about what the efforts can accomplish and who is responsbile for implementing. There is no strong leadership (politically and organizationally) that has CTR?TDM as a high priority.

9   Not a problem here, but elsewhere in the state I think the biggest problem is fear of losing a secure job, i.e. trying something new that might not receive funding in the future.

10   CTR has no teeth and therefore not taken seriously with some. WSDOT needs to take a more active role in supporting and mandating employers rather than placing the responsibility on the jurisdictions. Too political that way.

11   Unless the state provides more financial support we will not be able to put out the effort necessary to run an effective program. Over the years, the responsibilities and tasks expected from the local coordinator have increased while funding has decreased. Upper management just will not allow more time to spent that is not reimbursed.
Political support is difficult when many local employers are laying off people (usually the ETC) and because of reduced employment there is also reduced congestion -- thus a perception that the problem is not important to fix.
Another problem is that we have limited transit service in our suburban location so our best tool is ridesharing, both carpools and vanpools. However, when companies are laying off people, this disrupts carpools/vanpools and it requires an extraordinary effort just to keep up with the last measurement year and almost impossible to move much beyond that. We're always forming new carpools and vanpools but they are usually replacing ones that fell apart so the overall measurement remains static.
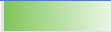
Question 3

What specific items do you think should be discussed at the workshop?

There are 6 response(s) to this question.

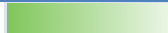| #	Response
1	How to adress the above.
2	I feel like I've adequately answered this on an earlier survey.
3	brainstorming on ways to overcome the barriers. Discussion of the benefits or value of managing demand
4	What specific goals should the CTR program achieve over the next five years and what are our strategies to do this? Consider whether current organizatonal structure is ideal to advance CTR program.
5	How to develop a self-sustaining transportation system.
6	I think we should take a step back and reestablish our previous program. It has been ignored in favor of GTECs and new competitive ideas that employers who are trying to meet their goals are feeling like they get little support for the tried and true elements of the program. Why not get back to the basics and put some real effort into making trip reduction better understood and more socially desirable?

Who are you representing when answering these questions?

Response	Chart	Percentage	Count
CTR Board		25%	4
TAG		19%	3
Employer		6%	1
RTPO		6%	1
WSDOT		0%	0
Local Government		25%	4
Implementer		12%	2
Other, please specify...		6%	1
		Total Responses	**16**

Survey 5: Summary Report

Who are you representing at the workshop?

Response	Chart	Percentage	Count
CTR Board		45%	5
TAG		55%	6
		Total Responses	**11**

If you answered as a TAG representative, please state what your expectations are for the CTR Board moving towards the future?

There are 6 response(s) to this question.

#	Response
1	That's a great question that I'm not sure how to answer. I would put the question back to the CTR Board: what is your role and purpose w/r/t CTR in the state? It seems that CTR works a bit on it's own--jurisdictions work with employers to implement CTR, but it mostly seems to have it's own momentum in terms of the actual operation. I'm not personally clear what the CTR's function is in this context. From my view, there seems to be such a wide range of CTR performance across jurisdictions that it's arguable that CTR has ultimately very little impact at a cumulative level, but could be very effective if there are enthusiastic staff resources (on both the jurisdiction and private sector side). I'm not sure precisely what the board could do to improve the performance when it ultimately depends on jurisdictions and affected work sites.
2	Clarity, equity, minimizing staff administrative burden, core "traditional" CTR plus additional flexibility, strategic and efficient use of resources (focusing both where there is greatest need and where most value can be gained)
3	Expectation is to make a decision so that a future plan may be crafted
4	I believe that CTR has reached the end of its usefulness and we are in danger of state legislators making a reasonable argument that the money would be better spent in other ways. I would like to see the CTR Board draft a long-term plan for shifting the State's TDM programming away from commute trips and toward all trip purposes. We need to help people learn to drive less and walk, bicycle and ride transit more. This will make them more willing to live in more walkable and transit-friendly places, which in turn, will help them walk, bicycle and ride transit even more. We should stop placing som much emphasis on helping suburbanites rideshare to jobs in urban areas. That perpetuates a reliance on automobiles. Young city planners and civil engineers are coming out of schools wanting to create great urban places. Let's prepare people to want to live in those places. The younger generations already do.
5	I think there is a disconnect with some of the CTR Board members and the actual implementers. Sometimes when policies are set I feel they don't understand the implications as they are not the ones on the "front lines." I feel we should have a TAG/CTR Board joint meeting as often as quarterly if necessary.

6   I think the CTR Board needs to address the real hard issues and not be afraid to do what's best for the overall program despite how it may impact the particular region they represent. I think this is the main reason there has been discussion for a number of years about making changes but really not too much change is made. There needs to be a window of time for a decision to be made then make it. When funding issues are discussed and possible performance funding attached there has to be a way to compare apples-to-apples versus looking just a raw data - and consideration of what the region has to work with (i.e. transit frequency, HOV lanes, parking costs, etc.)

If you answered as a board member, please state what your expectations are for the TAG as the CTR Board makes decisions?

There are 5 response(s) to this question.

#	Response
1	Give us perspective. Think through downstream consequences. Tell us what they think is essential and what is done simply because that's the way it was always done.
2	I would like TAG input and perspective. Since I am only very familiar with one County's program, I find input from a cross section of the TAG very usefull, in order to understand how the program is being run and the benefits / successes from other parts of the state.
3	There participation in the process and more importantly their feedback on the how we should move ahead.
4	I would like to make sure that we constantly engage the TAG on all aspects of the program BEFORE we make decisions that ultimately affect them.
5	What is working well? What is not working well? What must be left as is? What must change? Where are there disconnects and how can we fix them?

What key areas do you think WSDOT should focus their efforts to better support the CTR program/TDM?

There are 11 response(s) to this question.

#	Response
1	Get clear on outcomes and then address the levers that could most directly make an impact on these outcomes. I'm not sure that DAR and VMT are the best outcomes if the point is to reduce demand during peak periods, but these seem to be the outcomes the program is working toward though I couldn't tell you how strategically these outcomes are being addressed.
2	Return on investment. Challenging inertia. Gore a few ones!

3	I feel WSDOT staff are doing a good job. I have no direct comments related to areas of improvement.
4	Continued funding for the CTR Program. Highlighting the success of the program and educating our elected officials.
5	Specifically, meaningful thresholds for most fair/efficient/strategic distribution of CTR funding; additional funding for centers and dense corridors, where there is most bang for the buck. More generally, integrating multimodal thinking at all stages/levels of transportation program implementation; also, advocacy for increased state funding of transit and TDM. To support all of this, more effective measurement that assesses the cost/benefit of TDM as compared to other expenditures such as traditional road building. This analysis should tease out the effects of programs and not just assume that trips reduced are results of those programs, since externalities (gas prices etc.) effect mode shift as well. Also, serve as convener for GTECs or GTEC-like programs, as in the past.
6	Key areas are funding program, focus on innovation and creative approaches, technical assistance.
7	Look for ways to secure additional funding and maintain communication with the implementers before decisions are made.
8	Think strategically about the long-term. Have a vision on paper that you might be afraid to implement, but at least plan for it.
9	We need a budget and activities list for different funding levels: status quo, $5m, $10m, $15m, etc. We need to be stimulated and challenged to make the program the best it can be regardless of funding.
10	Try to secure more funding Build in some "teeth" at the state level so employers comply Openly support all transit agencies
11	Would like updated materials. We have the ETC Basic Training. Would like updated Advanced Training Materials, Pre-tax subsidy training, etc. Maybe to a call from jurisdictions to share their trainings and compile the "Best Of" handbook for implementers to use.

Are there further comments, questions or concerns you would like to have addressed at the workshop that weren't captured in this survey process?

There are 7 response(s) to this question.

#	Response
1	What is the end game here? Do people truly think that CTR is working as well as it possibly can? There is this tendency for board members to claim that because it has had an impact, it should therefore be maintained, but I disagree. It should really be about maximizing the programs effectiveness, and I don't think it's being as effective as it might otherwise be. The entire program/board seems stuck in a status quo-oriented framework that we should continue doing this because we've always done this and because there are some general, amorphous, and hard-to-explain benefits from the program. We need to do better than that.
2	Have a clear agenda, don't have a bunch of open ended questions, tell people what you already know you want to do and where you want input on decisions. And make clear who's making the decisions.
3	It's been a little hard to answer these surveys, because we didn't receive information on what the "universe" is within which we are operating for this workshop and for this overall CTR Update process. Are we assuming the same level of funding, or is the amount up in the air? Do we stay within the CTR universe or do these questions encompass the entirety of how WSDOT does business? There really wasn't much information distributed (beyond what has been spreading through the grapevine) on what caused this shift and what it encompasses; and my knowledge is pretty vague on this. Barring an informational email, it would have been good to have some of this information summarized with these surveys. Thank you for soliciting our comments!
4	How to ensure the importance of trip reduction efforts in supporting regional goals with technical guidance and materials for higher level involvement (such as city and county councils)
5	I won't be able to attend. I wish everyone the courage to be truly visionary.
6	No
7	I like that you surveyed us leading up to workshop. Wasn't always sure how to answer but liked being asked for sure.

Did you like the use of this survey process leading up to the workshop?

Response	Chart	Percentage	Count
Yes		100%	10
No		0%	0
		Total Responses	**10**

What information would like to see displayed on the CTR board website?

There are 9 response(s) to this question.

#	Response
1	Not to be glib here, but: there's a CTR board website? I honestly didn't know that. In any event, I'm not sure this is a worthwhile topic at the moment.
2	How badass Keith Cotton is!
3	Links to other program ordinances, program reports, and or best practices recommendations might be helpful (to see what other programs are doing).
4	The results of the meeting and the processes used to get to the results.
5	Summary of the whole process - "story" of why this is happening, purpose, etc. Frequent updates on board process, dates, upcoming tasks/requirements for implementers, timeline moving forward (even if it's very general to begin with, it can become more specific as things are known). In the recent past, the lack of information about what is upcoming has made it difficult to plan out our work program (and yet we've been apprehensive of what may be required due to past experience the heavy workload of the 2007 CTR/GTEC planning effort).
6	Information updated quickly and frequently
7	National and international comparisons, unique features of different programs Historical perspective on CTR over the years-growth and progress for a number of key measures
8	I would love to see county by county updated CTR survey results by mode split - from historically to current 2012 survey results. And updated stats. This information would be great to have at our fingertips and easily accessible at any time.
9	Confession - I don't look at it.