

Tell us about your CTR/TDM program and your role in it.

We work in a division of Seattle Department of Transportation (Transit and Mobility Division) that works on CTR and TDM in general. However, there are efforts in other divisions where TDM is sometimes incorporated. Safe Route to Schools – different work group. Other planning efforts like [One Center City](#), which has demand management component. State CTR program has insects with a ten year old local initiative, , the Downtown Transportation Alliance. Commute Seattle is an outcrop of that Alliance and functions as TMA with Center City. They provide employer services to CTR affected employers is citywide. Manage review and ongoing monitoring of transportation management programs (TMP's) for development sites – these are site specific TDM plans, often in perpetuity. Over 200 of these sites in the city and a portion overlap with CTR worksites. TMP monitoring and support to building managers is not well resourced right now; use some of our CTR funds to do some of that monitoring. Special projects – thanks to WSDOT – we have a couple of CMAQ projects in South Lake Union and U-District. Also, have a small residential program called [NavSeattle](#). Mobility Programs group have two newer initiatives – shared mobility initiative/new mobility playbook and transportation equity program. Two new program managers hired in the past year for these areas. Some funding through 2014 voter-approved [Seattle Transportation Benefit District](#) to address low-income access to transit. CTR program – contracts with Commute Seattle to support CTR affected companies. For 2017-2019 contract will have three full time equivalents at Commute Seattle. Sarah is the CTR program manager and works at least 80% on CTR and 20% on other things. Group also manages city employee CTR program. Over 11,000 City of Seattle employees, 8 CTR-affected worksites. Single dedicated ETC for the city. Funded by contributions from departments as well as rideshare tax credit program (which could use more state funding). The City of Seattle's employee commute program (MyTrips) provide 100% ORCA transit subsidy, as well as vanpool and ferry subsidies for employees. We are also in the process of preparing a four-year city-wide strategic plan for CTR, Nelson/Nygaard, a consultant also working on OneCenterCity is assisting with plan development. Timeline is preliminary recommendations by end of September and draft plan by end of November. Recommendations that will respond in more depth to questions. The Transit and Mobility Division has about 55 people with several sections: transit planning/service planning, transit and streetcar corridors group – Seattle Streetcar, First Hill Streetcar, SLU Streetcar, BRT corridors, etc., parking and curb management, and mobility programs (Cristina, Ann, Sarah, Eric Mamroth, Naomi Doerner, Evan Corey, Kyle Rowe are staff in mobility programs)

What are the key barriers you need to overcome to make your program even better?

Funding and staff bandwidth limited by lack of funding. Undiscovered CTR-affected sites; need help to find these newly affected sites. Rising labor costs in contracts with Commute Seattle and employee retention at Commute Seattle. Constraints in services downtown, e.g. what if the limit wasn't 100 employees but was 50 employees? The number of sites that would be added would be impossible to service with flat funding of statewide CTR program. Generally, we don't pay for our city staff time out of that funding – these are city general fund contributions. Most of state funding is used for adding bandwidth at Commute Seattle. We want to make sure the basics are covered before we expand further. Our challenges are a symptom of growth and success. High growth city. Regulatory/base program – state law requirements has grown and funds have not. Local jurisdictions are under contract to help with compliance. Expansion of services is also growing. Local partnerships are under stress – costs, employee retention @ Commute Seattle. DSA relationship and space-sharing also under stress. Costs up. Funding static. Interest by employers in voluntary participation increasing. Expand bandwidth in other areas. Dipping into work with local chambers using CMAQ funds; lots of potential. Transportation Equity relationships with community-based groups. Housing affordability initiatives also present expansion opportunities. Seattle TDM staff get drawn into more and more conversations at the city. TDM is a hot issue right now. There are always more things we could do, but we always want to make sure the basics are covered first and that the core of the program is strong before we expand. Balancing act.

We need to find ways to reduce barriers to employers to access and use ORCA employer program, as well, as ORCA Lift, for income-qualified workers.

If you had some additional resources, what would you do with them to make your program better?

High level: Expand in new travel markets we serve then expand services we provide in those markets. Do more with existing CTR employers in existing commute trip markets and in non-commute trip markets. Currently, these are mostly one-off initiatives for non-commute markets. Sarah submitted a list to Nicole Patrick on innovations ideas last week. OneCenterCity program has a management strategies matrix with pages and pages of things that we could do. Various OneCenterCity drafts that have come through include ideas that would more than double current CTR-related programs in-house. We have a lot of ideas, any additional resources would quickly be put to use. We would also extend CTR service to smaller employers, since we believe there is an untapped market there.

What is the single most important thing the state provides to your CTR/TDM program?

1. Funding.. Invaluable support to our TDM efforts.
2. Flexibility to set our own goals and metrics and formulate our own strategies, e.g. network level targets and strategies in pilot. We'd like to continue that.
3. Performance program coordination. Mode share is of great interest in our city, CTR is one of the few resources we have to report on that. Needs to be updated. We can't overstate the importance of the survey. That data set is becoming more and more important and scrutinized. We want to make sure we get everything out of it that we can. TMPs – 200 large development sites – rely upon the state survey and program reports. Monitoring for TMP's is mirrored in local rules.

How do you and your customers use the information from the CTR Employer Survey Reports?

We get a lot of in-house requests for the data from our survey reports, we also get a lot of attention from the press. We use it for many things. Recognition - annual champions awards (highest transit share, biggest change in drive alone rate) uses results. In-house planning, e.g. alternative services work in SoDo. Requests from the media and public; scrutiny about impacts of large employers and transportation network impacts. Internal CTR; customers use the information for site analysis. They track progress and use it to measure impacts of private funds. Those site-by-site employer reports are useful for requests we get from customers. Commute Seattle specialists use these reports to discuss opportunities for improvement and this is the tool they walk in with. They also do their own performance worksheet to move toward the city's target for their network.

How do you and your customers use the information from the Employer Annual Report & Program Description?

Weaker component of the program as far as data that is relevant and ready to use. We abandoned the state platform because we felt that WSDOT had not routinely been able to pull out and get us the data and many questions were not relevant or updated by ETCs. The way it's set up the ETC who would update it would just hit resubmit – might not be accurate self reported. City set up alternate reporting program using Survey Monkey. Concept of it is great--What kind of programs are employers providing and what other elements of their worksite are at play that are affecting mode share performance.

What other methods do you use to measure the effectiveness of your program?

> Center City Commute Survey – biennial. CTR survey blended with phone interview survey. Full market survey representing employees for all sized employers. Policymakers and others love this.

- > King County vanpool and ORCA groups to track vanpool formations. We would like to track vanpool occupancy. Employer contracts for ORCA passport or choice. Transit ridership. More transit use data would be helpful. Currently we lack of access to ORCA data to understand not only who is getting cards, but how these cards are being used. Mark Hallenback's work has shown the potential for this data for planning purposes.
- > Commute Seattle: number of new sites onboarded, number of moves. Engagement in employer trainings and program.
- > If we do special services or programs we often do before and after surveys. E.g. UW personalized commute plans.
- > Tend to track center city and outside center city, which reflects different contexts. And at network levels we track performance towards established mode share goals.

Which subsidies and incentives that you have used are the most effective at helping people change their behavior?

Parking management (private and public) is a big behavior change instrument including parking pricing. Most subsidies and incentives that are most effective are funded by employers.

ORCA subsidy. The most recent statistic is that roughly 70 percent of transit trip are made by an ORCA passport card – employer-based card.

Vanpool.

Guaranteed ride home.

Daily incentives on top of ORCA and priced parking (Seattle Children's Hospital, as an example)

Calendaring and prizes for walking, bicycling, carpooling, etc.

Recent Challenge Seattle marketing Golden Tickets effort. Gratitude towards transit riders

Get people to try new things, Scoop carpooling app pilot. Partnership with Amazon in SLU as reported in newspapers. Incentive for non-Amazon staff. Good response rate. 2,000 ridesharing in 2 months, 250 regular users.

Incentives using CTR funds as part of the CTR program to get survey responses.

More flexible rules on incentives would be helpful.

Passing of Prop 1 (Seattle Transportation Benefit District) in 2014 has allowed SDOT to purchase additional service from King County Metro to serve Seattle Residents and make investment on specific routes to relieve over-crowding and increase frequency. Prop 1 also sets aside a total of \$2M annually to increase low income access to transit.

Is it important to have the state CTR law?

Absolutely. The mandate is really helpful with some employers and puts the city in a good position to partner with employers to provide employer commute programs that are performance driven.

Would you like to see more teeth in that law?

We have been scared away from this idea due to political feasibility concerns (at statewide level).

Lowering the requirement from 100 to 50 could be helpful in the city, but only if we have the bandwidth. The bigger issue for us is we need more funding for our base program.

Having more teeth in the law could assist with those long-term non-compliant sites; however, our strategy has been to lead the conversation not with the compliance, but discussing the value added the program can bring to businesses. The majority of our non-compliant sites (ie, they don't participate at all) are federal or state sites.