

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

Implement the law in Spokane County. Run the program for all seven jurisdictions in the county. 105/106 employers. We work with employers, review annual reports, guide them on what they need to do with their programs. Implement surveys and help them with survey process. Work with jurisdictions on CTR plans, contracts, etc. Also have the jurisdictions engage in ETC networking luncheons. Provide networking opportunities for ETCs. Education for ETCs. Turnkey marketing materials for worksites and business partners. Training for ETCs. County ordinance has requirement that ETCs have to be trained within six months when appointed. One day ETC orientation – law and tools, management support, marketing. Additional classes on transit, commute finder northwest system training, survey workshop, employer report workshop, guaranteed ride home training. We cover RCW and local ordinance. Require two strong program elements, training for ETCs and notification in writing of major changes. Make sure that our worksites stay on course, doing what they're supposed to be doing according to the law and working with jurisdictions on CTR plans and contracts.

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

Time, money and resources. Time to research and implement. Funding to make the time or get resources. Resources. Some flexibility in funding. CMAQ grant limitations on incentives. State limitations on incentives. Don't have funding sources to buy incentives. We don't have local funding. Resources: people, training, ability to have resources that can help us do our jobs, ways to make us be able to do our job better, video or presentation that talks about the law, different ways to sell program to management and employers, telework information for employers, mode information for employers, training modules, videos, customizable. Gas prices are a huge barrier. Vanpools are folding – cost the same as taking your own car. Economy. Lack of incentives.

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

Campaigns. We have been able to incentive people to try a new commute mode in the past. Most people will continue. Some sort of incentive, at worksite/ETC level to get them more engaged or at commuter level. Candy bar for everyone who completes a survey – great response rate. Weak response rate without it. Even something as small as that makes a difference. ETCs couldn't offer this incentive.

Other things: educating management, selling management on different things that might work at their worksite. We review their annual report and survey results, how do we pitch telework, compressed work weeks, etc.? It'd be great to have resources available. When I talk with jurisdictions I provide data – cars removed, air quality – but it'd be great to know how this helps financially. How much money does a jurisdiction or county save by keeping cars off the road. Tangible to jurisdictions and leaders. Would help get more buy-in and quicker buy-in. Even employers – they want to know how it is going to help their bottom line. Anytime we can show an employer that a strong CTR program is a benefit to employees – we need to find a manager who will engage. We need the stats to back it up. Even if there was a module or guidance we could calculate the benefit ourselves.

Resource – even from DOT – coming out to make presentation to city and county leaders. Coming from not just our office. WSDOT is behind it, governor is behind it, we need you behind it. Especially when we have turnover in elected officials. It'd be nice to have some sort of impact that CTR has on the state as a whole and the counties where it's having a positive effect. We might be able to get more buy-in among elected. If their city is being ranked in CTR success it might get more attention. We would love to find a way for mayors and others to help us recognize the value of worksites. Governor's Commute Smart

Awards. Good story to tell. We have restructured our awards program here to give points based on survey results, performance, program elements. We have been implementing this and telling ETCs about it so they have a year to implement things and make changes to help them achieve the next level. Lots of buy-in from ETCs that this gives them a way to talk to their management. We want to be on that podium. We think a recognition program is a best practice. Useful to get buy-in from jurisdictions and electeds.

What is the single most important thing the state provides to your CTR/TDM program?
Funding. Statistical support from Michael and Graham. We appreciate that. Data needs to tell the story. We use it a lot with worksites.

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

When I review those that helps us measure their good faith effort. Are they heading in the right direction? Do we need a worksite meeting? We're fine with a little bit of progress. We are more likely to engage if they are sliding backwards. Sometimes existing things they're doing aren't working anymore. Can we help them tweak their program to get better results? Mode splits are also helpful. These tell a huge story in terms of trends, previous versus current behaviors. Increases or declines and what they implemented to make it work.

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

I review the reports as well. The report and survey report work together. Do they have the two strong program elements? Are they heading in the right direction? Do they need to make changes? We might have a new worksite with a weak element and we see what we can do to help them get up to speed. Both are really important for us to continue evaluation. If transit service changes or they reduce their workforce or take compressed work weeks away – these both tell us a story. Helps us evaluate and help them improve.

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

We have MyCommute.org calendaring system. We use it year round and promote to ETCs through our orientation. Anything we do we do through this system. Prize eligibility. Gives ETCs a tool to work with because they can see participation, a lot of valuable information, statistical information for management. Provides us with a lot of statistical information. Worksite trends. Looking for info behind survey results. I use it for when I apply for CMAQ grants – wealth of information. Employers use the system for prize drawings. Many ETCs use this system for subsidies and incentives. All worksites are on board with the system.

New point system with Way to Go awards. Helps us look at what the worksite is doing. Points for survey results, program elements, etc. Gives ETCs opportunities to work with management on specific activities that would get more points. Includes engagement points, ETC longevity, networking luncheons. Even with \$0 budget, ETCs could earn lots of points. We work with ETCs who struggle with survey results we want to give them another path to get credit for their efforts. Bronze, silver, gold and platinum levels.

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

Combination of things that happen at the same time. Different things work on different people. These are one of the biggest parts of trying to get people to change their behavior. Combination of approaches to reach as many people as we can have been the most effective in the past. As far as subsidies go, I would

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Spokane County, Kim Stolz and LeAnn Yamamoto
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Interviewers: Stan Suchan, Michael Wandler

say that can really encourage people as well, but the reality is that it's hard to give a deep discounted subsidy to most of our worksites. STA \$3 matching subsidy, \$6 discount when a bus pass is \$50 – not as effective as a deeper discount would be. If we weigh how much we might spend on an incentive with how much we are saving our community, that might help overcome the political concerns. Cost-benefit assessment. Value of taking cars off the road. Cost comparison to what you could spend on incentives to keep cars off the road. Huge benefit. Need some boundaries and rules.

Is it important to have the state CTR law?

Absolutely. If you take the law away and we ask employers to continue voluntarily, we'll see a significant drop-off. Even our fantastic worksites will fall away. Without a mandate they won't invest. They'll find something else to invest in. The law gives us a reason to engage businesses, gives us a leg to stand on and to sway worksites. We have some worksites that we can't get their attention until we list a RCW in a letter.