



Joint Comprehensive Commute Trip Reduction Plan

Commute Trip Reduction Plan for State Agencies in Thurston County

Interagency Commute Trip Reduction Board
3/24/2011

Preface

In 2009 the Legislature passed the *Commute Trip Reduction for State Agencies Act*, which aims to increase the leadership role of state agencies. The law requires state agencies located in the urban growth areas of Olympia, Lacey and Tumwater to participate in a “Joint Comprehensive Commute Trip Reduction (CTR) Plan.” The CTR plan is designed to reduce commute drive-alone trips and vehicle miles traveled to state agency worksites.

The Interagency CTR Board appointed a task force to develop the State Agency CTR Plan for Thurston County, with instructions to build on the existing guidelines adopted by the Board.

State Leadership Role

The legislature hereby recognizes the state's crucial leadership role in establishing and implementing effective commute trip reduction programs. Therefore, it is the policy of the state that the department of transportation and other state agencies, including institutions of higher education, shall aggressively develop substantive programs to reduce commute trips by state employees. Implementation of these programs will reduce energy consumption, congestion in urban areas, and air and water pollution associated with automobile travel.

RCW 70.94.549 Transportation Demand Management – Intent – State Leadership

The Washington State Legislature, State Agencies, and Institutions of Higher Education recognize the crucial leadership role they have to develop and implement effective commute trip reduction (CTR) programs. Successful CTR programs will reduce drive alone commute trips, enhance agency sustainability plans, ensure transportation-friendly location of state worksites, encourage ridesharing, walking and cycling, and will support the reduction of greenhouse gas emissions, the Governor’s Climate Change Initiative and Wellness Initiative for state employees. State Agencies and Institutions of Higher Education demonstrate their commitment to the goals and mission of CTR by allocating resources and funding in their budget planning process.

State leadership role, adopted by the Interagency CTR Board 3/08/2007

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Background

The CTR Law in Washington

In 1991 the Legislature passed the *Commute Trip Reduction (CTR) Law* and incorporated it into the *Clean Air Act*. The aim of the law is to reduce traffic congestion, air pollution and dependence on foreign oil. The law requires public and private employers in the nine most populated counties that have 100 or more employees in a single worksite to implement a program designed to reduce the number of drive-alone vehicles commuting to the worksite. It mandates that state agencies take a leadership role in this process.

In 2006 the Legislature passed the *CTR Efficiency Act* defining “affected” worksites as those with 100 or more state employees, regardless of how many agencies are co-located at the site.

Finally, in 2009 the Legislature again strengthened the law with the *CTR for State Agencies Act* that aims to increase the leadership role of state agencies. The law requires state agencies located in the urban growth areas of Olympia, Lacey, and Tumwater to participate in a “Joint Comprehensive CTR Plan” designed to reduce the drive-alone commute trips and vehicle miles traveled (VMT) to state agency worksites.

Additional Benefits

Implementing CTR programs at state worksites has the added benefit of affecting several other Washington initiatives. Reducing the number of drive-alone trips and vehicle miles traveled reduces greenhouse gas emissions that contribute to climate change. [RCW 70.235.050](#) requires state agencies to track, reduce and report progress on greenhouse gas emissions.

In addition, walking and bicycling help reduce obesity and lead to healthier employees. Reducing the number of vehicles and VMT from roadways helps to sustain roads and highway infrastructure. These initiatives lead to improved economic vitality of communities and the state.

About 60 percent Washington adults were either overweight (36 percent) or obese (24 percent) in 2006. Obesity rates have more than doubled since 1990, which is similar to national rates. Source: *Washington State Nutrition & Physical Activity Plan*, DOH, 2008

Commute Trip Reduction goals

CTR employers are to reduce their drive alone and VMT rates 10 percent and 13 percent respectively, from their baseline rates within four years.

State agency leadership

The Legislature recognized the importance of the state’s leadership role and included expectations in the law that state agencies will implement effective CTR programs. The top two elements present in every successful CTR program are management leadership and an active, enthusiastic, employee transportation coordinator (ETC).

Leadership in state agencies is demonstrated when top management:

- Advocates for bicycle and pedestrian facilities, bus shelters, bus routes and other land use strategies to the jurisdictions and Intercity Transit.
- Allows and encourages the CTR coordinator and/or ETC to attend and participate in CTR trainings and networking sessions.
- Allows the use of the agency’s e-mail or intranet site to distribute CTR information.

- Authorizes the ETC to serve on the agency's or cluster's CTR committee.
- Considers the goals of the CTR program in facility management, including decisions to locate to new buildings, negotiations on leases, advocating for decisions and improvements that support CTR.
- Coordinates with management at nearby CTR worksites to ensure cooperation on CTR issues including shared site facilities, parking, and other amenities such as bicycle racks or showers.
- Dedicates agency funds to support the CTR program.
- Dedicates time for CTR initiatives beyond "5 percent as needed" by including CTR duties in the ETC's job description.
- Incorporates CTR strategies into agency policies such as climate change, sustainability, wellness and reducing the employees' and agency's carbon footprint. CTR works best when it is not treated as a stand-alone program.
- Ensures that midlevel management understands and consistently implements the agency's CTR program across all parts of the agency.
- Positions the CTR coordinator within the agency that facilitates easy access to top management.
- Promotes employee use of transit for business trips utilizing the STAR Pass on Intercity Transit service or provides transit passes or fare reimbursement when traveling to other counties, particularly to Pierce or King Counties.
- Provides the CTR coordinator the opportunity to brief management about CTR efforts.
- Recognizes model behavior by acknowledging progress and achievements made by employees for trying an alternative for the first time and for longtime alternative mode commuters.
- Supports the agency's CTR coordinator and ETC by assisting in the promotion of local and statewide promotional campaigns and "Smart Commute Fairs."
- Understands and stays informed about the benefits of a strong CTR program to the organization; its employees; and to local, state and national goals.
- Understands the importance of the role of the biennial CTR survey and ensures measures are taken to achieve the minimum response rate (70 percent) by agency employees.
- Volunteers the agency as a "CTR affected worksite" and takes a leadership role within a cluster especially for the newly affected worksites.

Thurston regional CTR team

Employers in Thurston County are fortunate to have the backing of a strong CTR team. The partnership includes the Washington State Department of Transportation (WSDOT); Thurston Regional Planning Council (TRPC); Intercity Transit; the cities of Olympia, Lacey and Tumwater; and Thurston County.

The State Agency CTR program at WSDOT works with an Interagency CTR Board to develop policies and guidelines that promote consistency among state agencies. TPRC administers the CTR program on behalf of Olympia, Lacey, Tumwater and Thurston County. Intercity Transit provides worksites with marketing materials for all modes, has a strong vanpool program and is the leader for commute promotions such as Wheel Options and the Bicycle Commuter Contest.

The Joint Comprehensive CTR Plan

The Joint Comprehensive CTR Plan (hereafter referred to as the “CTR plan”), provides guidance to state agencies located within the urban growth areas of Olympia, Lacey and Tumwater. The Interagency CTR Board appointed a task force to ensure that the directives outlined in the law are included in the CTR plan and have been met.

The CTR Plan:

- ✓ Builds on existing CTR programs and policies. The Interagency CTR Board has adopted policies designed for consistency among state agencies. See www.ctr.wa.gov/employers/Guide.htm.
- ✓ Includes strategies for telework and flexible work schedules.
- ✓ Includes strategies for parking management.
- ✓ Considers the impacts of worksite location and design on multimodal transportation options.
- ✓ Includes performance measures and reporting methods and requirements.
- ✓ Is consistent with jurisdictional and regional transportation, land use, and CTR plans; the state six-year facilities plan; and the master plan for the capitol of the state of Washington.

The CTR plan for state agencies in Thurston County shall be implemented by the worksites within 90 days of its adoption by the Interagency CTR Board or by July 1, 2011.

Required strategies when implementing a CTR program

The nine strategies outlined below are required by the CTR law; the local ordinances of Olympia, Lacey, or Tumwater; or as a component of this CTR plan. The strategies are designed to encourage state employees to consider other means of commuting to work besides driving alone.

1. Designate an employee transportation coordinator (ETC)

The CTR law requires each worksite to appoint an ETC. The ETC’s name, location and contact information must be displayed in a prominent manner.

State agencies with more than one worksite or with worksites in more than one county are required to appoint a CTR coordinator (CTRC) for the agency. The CTRC is the agency’s CTR spokesperson and the main contact with the state agency CTR program manager at WSDOT. The worksite ETCs are accountable to the agency’s CTR coordinator. In agencies with one worksite the CTRC would also be the employee transportation coordinator.

If an agency has multiple worksites, especially with worksites in more than one county, each worksite must have an ETC that is able to assist employees with commute information. The agency is encouraged to appoint a CTR committee with the CTRC acting as chair and the worksite ETCs as primary members.

While the CTRC is accountable for the agency’s overall CTR program, it is the responsibility of the agency’s head and top management to ensure that a CTR program is adopted and implemented and that the agency’s CTR policies apply to all of its employees.

Responsibilities of the CTRC, ETC, and agency management (note: in agencies with one worksite, the ETC and CTRC are interchangeable):

Duties	CTRC	ETC	Management
Administer the agency's CTR subsidy program where applicable	X	X	
Annually present information to agency leadership regarding the agency's CTR program's progress and challenges	X		X
Assist ETCs of newly affected worksites in the development of the new worksite's CTR program to ensure it is consistent with the agency's CTR program	X		
Attend ETC training within six months of being appointed	X	X	
Communicate CTR information to worksite employees	X	X	
Coordinate CTR elements and strategies with other agencies within the agency's CTR geographic area (cluster)	X	X	
Distribute commute mode information to employees, especially to new hires	X	X	
Ensure that the agency has adopted and implemented a substantive CTR program that is in compliance with the Joint Comprehensive CTR Plan	X		X
Host a "Smart Commute Fair" at the worksite or with other worksites within the cluster	X	X	
Participate in local and statewide promotional campaigns such as Wheel Options and the Bicycle Commuter Contest	X	X	X
Provide a STAR Pass to employees based at Thurston County worksites	X	X	
Provide agency CTR information to ETCs (where applicable)	X		
Provide information regarding a worksite's program to the agency's CTRC (if applicable)		X	
Provide WSDOT with recommendations for changes to the CTR program	X		
Understand the SAFE-Ride program & inform employees about it	X	X	
Survey employees every two years or as directed by the local jurisdiction or designee	X	X	X
Submit CTR program reports as requested by the local jurisdiction or designee, signed by management	X		X

2. Implement a set of measures designed to reduce drive-alone commuting to the worksite. ([RCW 70.94.531](#))

- a) **Commute modes – transportation options:** Information about alternative commute modes must to be included in the agency’s CTR program. *Note: not all alternative modes may be available to all employees at all worksites.*

Alternatives to driving alone include: (See appendix for definitions)

- Bicycle
- Carpool
- Compressed workweek schedule
- Walk
- Telework
- Transit (bus, train, light rail, ferry)
- Vanpool

The commute modes that worksites promote depend on:

- **Land use** (the location of the worksite and the amenities surrounding it.) For example, it would not make sense to promote riding the bus if there is no service close to the worksite. On the other hand, if the worksite is located near a transit route and/or close to neighborhoods and trails, then transit, bicycling and walking would be the modes to promote.
- **Locations of the employees’ homes** (i.e., the distance they commute). For example, if most of the employees live a long distance from the worksite and/or the worksite is not close to neighborhoods, it would not be productive to put a lot of effort into promoting walking or bicycling to work. Promoting vanpooling, riding the bus, carpooling and telework would provide better results.

b) **Compressed workweek schedule**

[Executive Order 01-03](#) requires agencies to adopt a written policy that defines specific criteria and procedures for flexible work hours more commonly known as a compressed workweek schedule. The policy shall require the agency to consider an employee's request to work flexible hours in relation to the objectives of the Executive Order and the agency's operating, business, and customer needs.

“Therefore, due to the clear advantages to both agencies and employees, the legislature finds that flexible-time work schedules should be utilized by agencies to the maximum extent possible.” (RCW 41.04.390)

Compressed workweek schedules are an alternative work arrangement that regularly allows full-time employees to eliminate at least one work day every two weeks by working longer hours during the remaining days, resulting in fewer commute trips by the employee.

- Compressed workweek schedules have the additional benefit of increasing an agency’s accessibility to their customers.
- Compressed workweek schedules are a low or no-cost program for the agency to implement.

- The most popular compressed work week schedules are:
 - Four 10-hour days (typically called “4/10s”) and the fifth day off
 - 80 hours in nine days (typically called “9/80s”) with the tenth day off
 - Other schedules include seven days in two weeks and three days a week

Flexible Work Hours guidelines: www.ctr.wa.gov/employers/Guide.htm

- c) **Emergency Ride Home** (funded by the State Agency CTR program at WSDOT and available to all state employees assigned to a worksite in Thurston, Pierce, King, Spokane and Snohomish counties)

Employees indicate that one reason they choose to drive alone is because they fear they would be without transportation should they have an emergency during the workday. The emergency ride home program is the employee’s “smart commuting insurance policy.”

The emergency ride home program in Thurston and Pierce counties is called the State Agency Free Emergency (SAFE)-Ride Home. It provides employees who use a commute alternative a free taxi ride in emergency situations or when they unexpectedly have to work overtime. The ride takes the employee to his or her home, to their child’s school or daycare center, or to a park and ride location where their vehicle is parked.

Secondary stops are allowed (i.e. to pick up a sick child or a prescription), but only if pre-approved by the agency. An employee is eligible if he or she took the bus, train, or ferry, carpooled, vanpooled, bicycled or walked to work that day. An employee may use up to eight emergency ride home trips per year, of which four may be for unscheduled overtime.

Subject to agency approval, employees may use a state vehicle for their emergency ride home if the emergency does not include picking up a non-state employee—such as a sick child or spouse—and the employee is not too sick or distraught to drive. The use of state vehicles is encouraged when the emergency is for unscheduled overtime.

Emergency Ride Home program guidelines: <http://www.ctr.wa.gov/employers/Guide.htm>

- d) **Financial subsidies**

State law ([RCW 43.01.230](http://leg.wa.gov/RCW/2016/01/040)) allows agencies to develop and implement a financial subsidy program that encourages trip reduction among its employees. Agencies may use internal funds or parking fees collected from owned or leased facilities to fund the CTR subsidies. When an agency offers a subsidy, its CTR program must provide agency-specific subsidy information that complies with the subsidy tracking guidelines adopted by the Interagency CTR Board.

There are two types of subsidies an agency may offer:

- Non-taxable transit subsidy (for commuting by transit or vanpool). In order to qualify as non-taxable, the subsidy must be provided with a voucher or a monthly transit pass.
- Taxable cash subsidy (for commuting by carpool, walking, or bicycling). *Note: Any time an employee receives a cash subsidy – no matter the mode – it is taxable.*

Subsidy and Use of State Funds guidelines: www.ctr.wa.gov/employers/Guide.htm

e) Flex-Time

Flex-time offers employees varying times to arrive and depart from work without changing the number of their daily work hours. While flex-time does not in itself eliminate drive alone commuting, it can assist state agencies in meeting commute trip reduction (CTR) goals because it enables employees to take advantage of ridesharing. Flex-time is a cost-free strategy that assists agencies in meeting their CTR goals.

f) Parking Management

State agency worksites must review the parking guidelines adopted by the Interagency CTR Board and, where appropriate, implement a parking management program based on the guidelines. When agencies are co-located in a building or group of buildings with a common parking area, they must consider implementing a shared, zoned parking program as outlined in the parking guidelines. In addition, agencies must consider implementing either a mandatory or voluntary employee parking fee. Any parking fees collected may be used to support the agency's CTR program- most notably, to support financial subsidies to employees who don't drive alone to work.

Parking facilities are a major cost to the state, and parking conflicts are among the most common problems facing local governments, lessors, the public and, in the case of state facilities, state agencies. Such problems can often be defined either in terms of supply (too few parking spaces available) or management (available facilities are used inefficiently and should be better managed). Management solutions tend to be better than expanding supply not only because they are less costly, but also because they support more strategic planning objectives and CTR goals.

Most parking management strategies have modest individual impacts (typically reducing parking requirements by 10-15 percent), but their impacts are cumulative and synergetic. A comprehensive parking management program that includes an appropriate combination of cost effective strategies can usually reduce parking requirements by 20-40 percent.

The Washington State Legislature, bearing in mind the cost of parking, passed legislation in 1995 restricting the amount of parking an agency may lease for its employees. The intent was to reduce the state's subsidization of employee parking. In addition, the law states that where there are fewer parking spaces than employees, managers must not be given preference to the parking. (RCW 43.01.240 (3)) ([link](#))

Implementing a parking management program is therefore a key component of any CTR program. When there is an abundance of free employee parking, employees tend to drive alone to work. Parking programs provide preferential parking for carpools and vanpools, determine if parking will be assigned or zoned, establish where visitors may park and for how long, establish whether or not employees pay for parking and, if so, whether it is mandatory or voluntary, etc.

Parking guidelines: www.ctr.wa.gov/employers/guide.htm

g) STAR Pass

The State Agency Rider (STAR) Pass is a state-funded transit benefit (through a partnership between the State and Intercity Transit) available to state employees assigned to a worksite in Thurston County. State employees who work in Thurston County can

ride fare-free on any Intercity Transit route, including the express service between Tacoma and Olympia.

Employees with state photo ID or a state-issued STAR Pass card receive a validating STAR Pass sticker. This allows the employee to use their ID as a transit fare “flash” pass when using Intercity Transit service.

STAR Pass holders who commute to and from Thurston County on Pierce Transit, Mason Transit or Grays Harbor Transit are eligible for a transit subsidy through the State Agency CTR Program at WSDOT.

Agencies must implement a STAR Pass policy or develop an agreement with the employee to ensure that the STAR Pass is returned to the agency when an employee leaves state government or transfers to another agency. Once an employee is no longer employed by the state, they are no longer entitled to use the STAR Pass. The STAR Pass is a benefit paid by the state with a monthly value of \$30 (2011). Agencies are responsible for making sure the STAR Pass is not used illegally.

STAR Pass information: www.ctr.wa.gov/employees/starpass.htm

h) Telework

Telework is the use of digital technologies to allow people to work from a location other than the central office (bringing work to people rather than bringing people to work). Executive Order 01-03 ([link](#)) requires agencies to adopt a written policy that defines specific criteria and procedures for telework. The policy requires the agency to consider an employee's request to telework in relation to the objectives of the Executive Order and the agency's operating, business and customer needs.

Telework is an effective work option for employer CTR plans. It eliminates commute trips and helps reduce transportation-related greenhouse gas emissions. For state agencies, telework is also a cost-effective strategy that can be used to reduce office facilities, parking spaces, sick leave and turnover. It increases productivity and improves morale. Telework is an important element of an agency's continuity of operations plan (COOP) for use during disasters caused by weather, fire, earthquakes, damaged buildings due to pipes breaking, terrorist attacks, etc. Telework may be a short-term solution for accommodating an employee who is capable of working but unable to come to the main worksite, allowing agencies to keep valuable employees in key positions and to maintain productivity.

Worksites must review the telework and flexible work hours schedule guidelines adopted by the Interagency CTR Board and review Executive Order 01-03, *Establishing a Strong Telework and Flexible Work Hours Program to Help Reduce Traffic Congestion and Improve Quality of Life*.

If current policies are in place within the agency, management should offer telework and flexible work hour schedules as an alternative commute option. If a policy is not in place, contact the Interagency CTR Board for assistance.

Telework guidelines: www.ctr.wa.gov/employers/Guide.htm

3. Communicate to employees about commute options

The CTR law and local CTR ordinances require that commuting information be distributed to employees on a regular basis. Employees must be frequently exposed to messages that remind them of their CTR program, as well as the benefits of using an alternative to driving alone. New employees must be informed about alternative mode options and the agency's CTR program as soon as possible after they are hired.

Communication methods include:

- **Commuter information center:** The CTR law requires that CTR worksites display commuter information. The displays must have information on alternative commute options and promotional material. In Thurston County, materials are provided by Intercity Transit.
- **E-mail:** E-mail is an effective tool to distribute information about alternative commute options, promotional campaigns and commute fairs to all the employees in the agency.
- **Flyers and posters:** Material posted on bulletin boards or other highly visible sites are valuable in keeping the CTR program in front of employees. Material should be posted at least quarterly or as required in local CTR ordinances.
- **Intranet:** Establishing a CTR site on the agency's intranet is an effective tool for communicating to employees about the agency's CTR program, upcoming events and other CTR activities.
- **New employee orientation – required:** Agencies are required to provide new employees with information about the agency's CTR program and specific alternative modes for the worksite. Orientation sessions for new employees are an opportunity to distribute the agency's CTR program information and commute options that promote alternatives to driving alone.
- **Presentations to work groups and management teams:** Recognizing that the communication methods described above are only partially effective, worksites can emphasize information distribution and communication about alternative commute options through presentations to small work groups and management teams. In addition, small group presentations are more effective at educating employees about how to accomplish the desired behavior changes, which is to reduce drive-alone trips.

4. Promote ridematching strategy: RideshareOnline.com

Helping employees find a partner(s) for ridesharing is an important role of the ETC. RideshareOnline.com is an online tool that provides free, comprehensive ridematching assistance.

RideshareOnline.com provides tools that help agencies make their trip reduction efforts more effective, efficient and accountable, and help employees save money, time and the environment. The system offers carpool and vanpool ridematching and a suite of tools to assist local groups promote trip reduction, recruit and motivate participants, track results and give customers access to more and better transportation options.

ETCs can use RideshareOnline.com rather than establishing an in-house database that they must maintain themselves. Employees can enter their information and organize ridesharing on their own or an ETC can limit the ridematching search to employees just at his or her worksite. The ridematching side of RideshareOnline.com is easy to use and requires minimal if any ETC support to be effective.

The comprehensive CTR program management side of the tool, however, requires more ETC time commitment and engagement. After attending training on how to administer RideshareOnline.com, ETCs can personalize the tool to include agency promotions, CTR tracking for subsidies and incentives, and agency-wide messaging to CTR program participants. Workshops utilizing the complete RideshareOnline.com program management tool will be provided to state worksites in Thurston County by WSDOT, Intercity Transit or your local jurisdiction or designee.

Visit the RideshareOnline.com website: www.RideshareOnline.com

5. Make a good faith effort toward achievement of the goals

Agencies must make a “good faith effort” to meet the established CTR goals for reducing drive-alone trips and vehicle miles traveled. Per the law, agencies cannot be penalized if they do not meet the drive alone and vehicle miles traveled goals as long as they are making a good faith effort.

The CTR law defines “good faith effort” as:

- Meeting the minimum requirements of the CTR law and the plan.
- Notifying the jurisdiction or designee of its intent to substantially change or modify its program.
 - An agency must receive the approval of either the jurisdiction or designee to do so, or acknowledge that its program may not be approved without additional modifications.
- Providing adequate information and documentation of implementation when requested by the jurisdiction or designee.
- Working collaboratively with its jurisdiction or designee to continue its existing program, or developing and implementing program modifications likely to result in improvements to the program over an agreed upon length of time.
- Meeting other requirements outlined in local ordinances such as collaborating with other worksites.

6. Collaborate with other state worksites

Collaborating with worksites located in your geographic area is a requirement of this plan and local ordinances. Four geographic areas or clusters have been established in the urban growth areas of Olympia, Lacey, and Tumwater. Worksites within each cluster are to work together to determine strategies that will help to reduce drive-alone commuting within the cluster.

The four clusters are:

Capitol Campus and downtown Olympia

West Olympia

Tumwater

Lacey

Most of the worksites within each identified cluster have similar land use and transportation options and a unique opportunity to collaborate on strategies that encourage non-drive alone commuting by state employees to the cluster.

Land use and facility strategies for the cluster to consider are:

- ATMs, cafeterias, cleaners, etc.- identify where are they located, i.e. in the building or within close proximity
- Bicycle racks or cages (preferably covered)- identify if and where they are located
- Bus stop(s)- identify which bus routes and stops are close to the worksite(s)
- Loading/unloading areas for transit, carpools and vanpools- identify their location(s)
- Preferential parking for vanpools and carpools- identify where they are located
- Showers and lockers- identify where these facilities are located and determine if there are some that can be shared by worksites.
- Sidewalks, paths and/or trails leading to the worksite-identify their location(s)

7. Report and survey

Measuring the impacts of CTR programs across the state provides important information on the program’s success, especially to the Legislature. Reporting employer programs to the local jurisdiction periodically allows both the employer and the local jurisdiction to determine what program strategies work most effectively and provides insight for program improvements.

The 2009 CTR survey data tells us that nearly 28,000 vehicles are removed from the roadways every weekday morning. The same survey data indicates that greenhouse gas emissions were reduced by 27,490 metric tons due to 62 million vehicle miles traveled reductions made by CTR participants. The drive alone rate at 24 state agencies decreased from 74.2% in 2007 to 71.8% in 2009.

Reporting requirements and methods

Agencies new to CTR must provide an initial CTR program report to the local jurisdiction or designee and to the state agency CTR program for review within 90 days of the adoption of the CTR plan. The initial report will utilize the WSDOT annual report form or an alternate form if directed by the jurisdiction. The agency’s initial CTR program will be reviewed and approved by the local jurisdiction or designee and by the State Agency CTR program at WSDOT. In succeeding years, the local jurisdictions or designee will provide guidance to the agencies for the CTR reports.

Surveying

Measuring the progress made in reducing the rate of employees driving alone to work and vehicle miles traveled (VMT) per employee is imperative so that agencies and jurisdictions can determine the effectiveness of their CTR programs. Worksites must use a WSDOT-approved CTR survey to determine their drive-alone and VMT rates.

CTR employers are to reduce their drive alone and vehicle miles traveled rates 10 percent and 13 percent respectively, from their baseline rates within four years.

The CTR law requires worksites to survey their employees once every two years. The first survey determines the worksite’s baseline and is the data used to measure the progress made in reducing drive-alone and VMT rates in future years. *Note: The newly affected worksites will administer their baseline CTR surveys in the fall of 2011.*

A 70 percent minimum response rate is required for valid survey results. The agency must take adequate measures to ensure it meets this minimum response rate. Strong support by agency top management plays an important role in this regard.

Worksites will be sent a CTR survey report that will provide valuable information on the commuting habits of its employees. In addition to the drive-alone and VMT rates the report identifies mode splits and greenhouse gas emissions. The report provides information on the types of strategies that the worksite might implement that could result in fewer drive-alone commute trips to the worksite.

8. Attend networking meetings and trainings

Networking meetings offer agencies valuable tools and information sharing. CTR meetings and trainings are offered throughout the year by the county CTR administrators, Intercity Transit, the State Agency CTR program at WSDOT, and/or the local jurisdictions. ETCs must attend at least two networking sessions each year. In addition, local CTR ordinances require that new ETCs receive CTR training within six months of their appointment.

9. Present the agency's CTR program annually to top management

Keeping the agency's management well informed about the CTR program helps gain support for CTR program strategies. Management support for CTR programs is a vital element for a successful CTR program while demonstrating the state's leadership role.

[RCW 70.94.551 \(4\)](#) requires agencies to report their CTR program's performance, progress and recommendations for improvement annually to the agency's top management. The performance, progress data and clues for recommending improvements can be found in the CTR survey report.

Submit recommendations for CTR program improvements to WSDOT every other year.

WSDOT is required to compile the CTR data and recommendations into a report to the Governor and the Legislature. The performance and progress data are collected by WSDOT from the CTR surveys. Agencies must send their recommendations for improvement to WSDOT, where they are compiled for the report. Clusters are encouraged to meet to determine recommendations that could result in fewer drive-alone trips to the cluster. A separate section will be devoted to recommendations to improve mobility in the clusters.

Guidelines for agency reporting: www.ctr.wa.gov/employers/Guide.htm

Implementation Strategies

State Agencies currently affected by CTR with no newly affected worksites

State agencies that are currently affected by the CTR law (i.e., have already implemented a CTR program for their agency and have no new worksites in Thurston County) must review this CTR plan and their CTR program to ensure they are consistent. In addition, worksites will be expected to participate in activities associated with their cluster. This may include taking a leadership role within the cluster by assisting state worksites new to CTR.

State Agencies currently affected by CTR and adding additional worksites

State agencies that are adding new worksites due to the 2009 legislation must first review this CTR plan and their CTR program to ensure they are consistent and amend their CTR program to include the new worksites. Agencies with multiple worksites—especially agencies with worksites outside Thurston County—must ensure that they have appointed a commute trip reduction coordinator (CTRC) as outlined above under “Employee Transportation Coordinator.” In addition, the agency may choose to take a leadership role within a cluster by assisting the agencies new to CTR.

Reminder: The CTRC is accountable to the agency’s top management. It is important that the agency’s overall CTR program is applicable for all of the agency’s employees at CTR-affected worksites. Agencies are encouraged to include all of their statewide worksites in their CTR program.

State Agencies new to commute trip reduction per the 2009 legislation

Per the 2009 State Agency CTR Act, state agencies located in the urban growth areas of Olympia, Lacey and Tumwater must implement a CTR program at their worksite(s) following the directives of this CTR plan.

CTR Program Check List

The agency's CTR Program must include:

- Employee transportation coordinator (ETC). If the agency has more than one worksite or worksites in more than one county, the agency must also appoint a CTR coordinator (CTRC).
- A set of strategies designed to reduce the number of drive alone commute trips to the worksite. Strategies include:
 - Commute mode strategies for bicycling, carpooling, riding transit, vanpooling or walking
 - Compressed work schedule and Flex-Time – could require a separate agency policy
 - Emergency Ride Home: SAFE-Ride Program
 - Financial Subsidies – could require a separate agency policy
 - Parking management – could require a separate agency policy
 - STAR Pass Program
 - Telework – could require a separate agency policy
- Communication Plan
- RideshareOnline.com

The CTR Program must enable the agency to:

- Attend CTR trainings and networking sessions
- Collaborate with other state agencies within the CTR Cluster
- Participate in local and statewide CTR campaigns and commute fairs
- Present the CTR program to agency management yearly
- Provide reports to the local jurisdictions or designee when requested
- Provide recommendations for program improvements to WSDOT when requested
- Show a good faith effort towards reducing the drive alone commute trips to the worksite
- Survey employees every other year as instructed by the local jurisdiction or designee

Appendix A: Links

CTR Law and State Agencies

State Agencies: RCW 70.94.551 (1-6)

<http://apps.leg.wa.gov/RCW/default.aspx?cite=70.94.551>

- (1): Interagency CTR Board
- (2): Co-located CTR programs
- (3): Joint Comprehensive CTR Plan
- (4): Reporting initial CTR program to WSDOT for review
- (5): Reporting CTR Program to agency directors
- (6): Biennial report requirements from WSDOT to Governor and Legislature

Leadership Role for State Agencies: RCW 70.94.547

<http://apps.leg.wa.gov/RCW/default.aspx?cite=70.94.547>

CTR Law requirements for employers: RCW 70.94.531

<http://apps.leg.wa.gov/RCW/default.aspx?cite=70.94.531>

State Agency CTR Website: www.ctr.wa.gov/

Interagency CTR Board/Joint Comprehensive CTR plan task force:

www.ctr.wa.gov/CTRboard.htm

Options for State Employees: www.ctr.wa.gov/employees/

- STAR Pass: www.ctr.wa.gov/employees/starpass.htm
- SAFE-Ride: www.ctr.wa.gov/employees/saferide.htm
- Bicycle Cages on the Capitol Campus: www.ctr.wa.gov/employees/bike.htm

Tools for State Agency Commute Trip Reduction Coordinators:

www.ctr.wa.gov/employers/

- Resources
- Programs
- Helpful Information

CTR Administrator for Thurston County

- Thurston Regional Planning Council (TRPC): www.thurstoncommute.org

Transit Agencies

- Grays Harbor Transit: www.ghtransit.com
- Intercity Transit: www.intercitytransit.com
- King County Metro: <http://metro.kingcounty.gov/>
- Mason Transit: www.masontransit.org
- Pierce Transit: www.piercetransit.org
- Sound Transit: <http://www.soundtransit.org>

Mode Support:

- Agency policies – guidelines adopted by the Interagency CTR Board: compressed work schedule, flexible hours, parking fees; parking programs, subsidies, telework, and use of agency vehicles for emergency ride home or commuting:
www.ctr.wa.gov/employers/guide.htm
- Bicycle Alliance of Washington: www.bicyclealliance.org/
- Bicycle cages on Capitol Campus: www.ctr.wa.gov/employees/bike.htm
- Cost calculator (Intercity Transit): www.intercitytransit.com/page.cfm?ID=calculator
- Pedestrian & Bicycle Information Center: www.bicyclinginfo.org/
- RideshareOnline.com (rideshare matching for carpools, vanpools, walking, bicycling)
www.RideshareOnline.com
- State Agency Free Emergency (SAFE)-Ride (emergency ride home program for employees using alternative commute modes) www.ctr.wa.gov/employees/saferide.htm.
- State Agency Rider (STAR) Pass (fare-free bus pass for all Intercity Transit routes, plus vouchers for commuting on Pierce, Mason, and Grays Harbor transit)
www.ctr.wa.gov/employees/starpass.htm
- STEPS to a Healthier WA (Thurston County): www.co.thurston.wa.us/health/steps/
- Telework Toolkit from Kitsap County
- Thurston County Bicycle map:
<http://www.trpc.org/programs/transportation/bike+map/index.htm>
- Walkable Neighborhoods: www.walkscore.com/

Associations and Organizations

- Association for Commuter Transportation (ACT): www.actweb.org/
- Best Workplaces for Commuters: www.commuterchoice.gov/
- Pierce County CTR: www.co.pierce.wa.us/pc/abtus/ourorg/pwu/ctr/ctr.htm
- Victoria Transport Policy Institute: www.vtppi.org
- Washington State Ridesharing Organization: www.wsro.net/ and www.wheeloptions.org.

APPENDIX B: Definitions

For the purposes of this Joint Comprehensive CTR Plan, these definitions shall apply:

Affected employee (state): A full time employee is one who works 35 hours or more a week and is scheduled to begin his/her regular work day at a single worksite between 6:00 am and 9:00 am (inclusive) on two or more weekdays for at least twelve (12) continuous months. Independent contractors working for a state agency are not considered an affected state employee.

Affected employer (state agency): A worksite that employs one hundred (100) or more state employees who are scheduled to begin their regular work day between 6:00 am and 9:00 am (inclusive). In addition, state agencies, no matter their size or work hours that are located in the urban growth area of Olympia, Lacey or Tumwater are affected.

Alternative commute mode: Any commute transportation options where a single occupant vehicle is not the dominant mode. Includes carpool, vanpool, transit, walking, bicycling, telework, and compressed work weeks and result in the reduction of drive alone commute trips.

Base year: The time period from which progress towards meeting the drive alone and vehicle miles traveled goals shall be based. The base year is established using a WSDOT approved CTR survey.

CTR coordinator (CTRC): Designated by state agencies as the main CTR contact person to the State Agency CTR Program at WSDOT. The CTRC may also serve as the agency's employee transportation coordinator (ETC).

CTR law: The section of the Washington Clean Air Act adopted to accomplish commute trip reductions (RCW 70.94.521-551).

CTR ordinance: Local city or county ordinance that regulates and administers the CTR Programs of affected employers or worksites.

CTR program: An employer's strategies to reduce single occupant vehicle use and vehicle miles traveled per affected employee.

Commute mode: Means of transportation used by employees, including single occupant vehicles, carpools, vanpools, transit, bicycling, walking, teleworking or working a compressed work schedule.

Compliance: Fully implementing all provisions of an accepted/approved CTR program or meeting or exceeding the goals of the CTR Ordinance.

Dominant commute mode: The mode of travel used for the greatest distance of a commute trip.

Drive-alone trips: Trips made by employees in single occupant vehicles.

Drive-alone rate: the percent of drive alone trips made to a worksite, over a specified length of time, derived from the state's CTR survey.

Employee transportation coordinator (ETC): A designated person who is typically an employee of the affected employer and who is accessible to a worksite's employees in order to carry out the CTR requirements of the CTR Law and the CTR Ordinance. The ETC also acts as the employer's liaison with the jurisdiction and other CTR administrators such as transit agencies and the State Agency CTR Program Manager at WSDOT.

Fulltime employee: A person other than an independent contractor, scheduled to be employed on an average of 35 hours a week on a continuous basis for 52 weeks or more.

Good faith effort: Recognized if an employer has met the minimum requirements identified in RCW 70.94.531 and the CTR Ordinance of the relevant local jurisdiction and is working collaboratively with the jurisdiction or its agent to continue its existing CTR program or is developing and implementing modifications likely to result in improvements to its CTR program over an agreed upon length of time.

High occupancy vehicle (HOV): A motor vehicle (including motorcycles) occupied by more than one employee for commuting purposes.

Incentive: Strategies designed to motivate or encourage employees to use alternative commute modes. Examples: financial subsidies, promotional items used to promote participating in a commuter campaign and preferential parking for carpools and vanpools.

Interagency CTR Board: Chaired by WSDOT, the Board's mandate is to develop and adopt CTR policies and guidelines that promote consistency among state agencies.

Mode: The type of transportation used by employees.

Single occupant vehicle (SOV): A motor vehicle, including motorcycles, occupied by one employee for commute purposes.

Subsidy for state employees: Financial assistance provided as an incentive to state employees who do not drive alone to/from the worksite. Alternative commute modes include walking, bicycling, transit, carpools and vanpools. *Note:* Employees are not provided financial assistance (subsidy) for telework or compressed workweek schedules because these work options are considered incentives in themselves.

Transportation Demand Management (TDM): The application of strategies and policies to reduce travel demand (specifically that of single-occupancy private vehicles), or to redistribute this demand in space or in time.

Urban growth area (UGA): designated pursuant to RCW 36.70A.110, is an area whose boundaries contain a state highway segment exceeding the one hundred person hours of delay threshold calculated by the department of transportation, and any contiguous urban growth areas; and an urban growth area containing a jurisdiction with a population over seventy thousand that adopted a commute trip reduction ordinance before the year 2000, and any contiguous urban growth areas

Vehicle miles traveled (VMT): The number of miles traveled per person per vehicle (length of the trip divided by the number of people in the vehicle). Example: a single occupant vehicle that travels 10 miles to work has a per-person VMT of 10 miles. If there are two people in the vehicle, the VMT per rider is 5 miles.

Vehicle miles traveled per employee (VMT Rate): The sum of individual vehicle commute trip lengths made by affected employees over a set period of time divided by the number of affected employees working at the worksite during that period of time.

APPENDIX C: Commute Modes/Transportation Options

Bicycling and Walking

Bicycling and walking offers several benefits for employees who live reasonable distances from their worksites. Walking and cycling produce no pollution, consumes no fossil fuel, and are important travel options for employees. Walking and cycling may provide an essential link to transit connections where there are no bus stops near the employee's worksite or home. Bicycling and walking are often overlooked as commute options.

Bicycling and walking eliminate a motor vehicle trip.

If applicable, the CTR Cluster will communicate to the local jurisdiction the importance of the development of bicycle lanes adjacent to the major and minor arterials in the area. All Intercity Transit buses (except the Dash) have bicycle racks for two bicycles. Bicycles are not allowed inside the vehicles.

To accommodate bicycle commuters, covered bicycle racks, showers and lockers at the worksite are recommended. If the worksite has no showers or lockers available, the cluster should determine what is available for those who bicycle or walk such as bike racks, cages, etc. or nearby facilities that do have showers and lockers.

Carpooling

Carpooling is one of the most flexible, affordable and convenient ways for employees to commute.

A carpool is a vehicle occupied by 2 to 6 people sharing the ride to work and resulting in the reduction of at least one vehicle commute trip. (CTR Guidelines)

Additional conditions of a carpool:

- ◇ People under 16 years old commuting in a carpool do not count as a member of the carpool because they do not eliminate a vehicle trip.
- ◇ Taking children to and from day care or school does not constitute a carpool if there is only one adult in the vehicle who is traveling to work because no vehicle trip is eliminated.
- ◇ Not all members of the carpool need to be state employees.
- ◇ Family members commuting together are considered a carpool.
- ◇ The driver of the carpool vehicle must be a state employee **if** the vehicle is to be parked in a state worksite parking lot.
- ◇ Agencies may choose to allow different configurations for carpools. However, to qualify as a carpool on the state CTR survey, more than half of the individual's trip must be made with two (2) or more persons over the age of 16 in the vehicle.
- ◇ Specific building policies may apply, i.e. that all carpoolers must be located in the same building.

An agency must determine how they will manage carpool parking. If there is paid parking, will the carpoolers receive free or discounted parking? On days when the members do not carpool, will the vehicle be allowed to park the vehicle in a carpool/vanpool designated space? If there is paid parking, will the agency provide the carpool members vouchers for a specified number of days to park on days they must drive alone?

Example 1: In order to qualify to park in the designated carpool/vanpool spaces, each carpool must have a minimum of two employees assigned to the worksite and must commute together for at least 51 percent of their commute distance.

Example 2: Carpool partners do not have to work in the same building to qualify as a carpool or to park in a carpool/vanpool reserved space. However, if the carpool vehicle is to be parked in a carpool space, the driver must be employed at the worksite and must carpool on the days the vehicle is parked in a carpool/vanpool reserved space. *Note:* Two-person carpool arrangements do not have to have reserved parking. They could be required to park in the employee's general parking areas.

Example 3: Capitol Campus: Carpools must register through the Department of General Administration's Office of Parking Services. The cost for parking for a two-person carpool will be split between the employees through payroll deduction. A three or more person carpool may park free of charge in a reserved carpool/vanpool space. Employees may purchase day parking passes to use on days they must drive alone. All employees in the carpool must be employed on the Capitol Campus. Agencies may choose to provide a small number of daily parking passes for employees who used an alternative commute mode.

Example 4: Where there are co-located parking programs, regulations for carpool parking will be noted in the parking plan or program.

Compressed workweek schedule

See Flexible Work Hours Policy Guidelines at www.ctr.wa.gov/employers/Guide.htm.

A compressed workweek schedule is one of the simplest and most cost-effective ways of reducing drive-alone trips.

A compressed workweek is an alternative work schedule that reduces the number of days an employee works within a given period while working longer hours during the remaining workdays. This option completely eliminates at least one trip every two weeks

Agencies can implement compressed workweek schedules if it is suitable to the agency's mission and the employee's position and work duties. Eligible employees, working with their supervisor and within agency policy, will select their work schedule. The most common compressed work week schedules are: 4/40 (four 10-hour days per week) or a 9/80 (80 hours in 9 days, the 10th day off) schedule.

A compressed workweek schedule totally eliminates commute trips. When a compressed schedule is combined with other alternative modes, significant reductions can be made.

Flex time

Flex time allows an employee, subject to agency guidelines, to select their daily starting and ending times that are outside of the agency's normal 8:00 a.m. to 5:00 p.m. work hours. Employees must be present during the agency's core period during the day. Allowing flexibility in the work schedules of eligible employees makes it easier for them to participate in time-sensitive travel modes such as carpools, vanpools, and public transit.

By allowing employees to select their start times, peak arrival times can be spread out, reducing local congestion. The key to flex time is that employees select their own schedule subject to agency approval.

Telework

See Telework Guidelines at www.ctr.wa.gov/employers/Guide.htm.

Teleworking allows employees to reduce or eliminate commute trips by working at home or a satellite office, usually one to two days a week.

Teleworking includes the use of telephones, computers or other technology that allows an employee to work from home or from a workplace closer to home, reducing the distance traveled in a commute trip thus reducing a commute trip.

Agencies can implement teleworking arrangements when it is suitable to the agency's mission and employee's position and work duties. *Note:* Teleworking does not have to include the use of a computer. It may be that not all of the agencies in a Cluster CTR Program are able to offer telework to their employees.

Transit

Public transit is an important element of the transportation system in many cities and is a viable commute option for many employees.

Transit is a multiple-occupant vehicle operated on a for-hire, shared ride basis, including bus, train, ferry, shuttle bus, and vanpool. Transit is actually a broad array of services and facilities, from fixed route to demand response to rail and ferry service.

Transit agencies that provide bus and/or vanpool service to and from Thurston County:

- ◇ Grays Harbor Transit: www.ghtransit.com
- ◇ Intercity Transit: www.intercitytransit.com
- ◇ King County Metro: <http://metro.kingcounty.gov/>
- ◇ Mason Transit: www.masontransit.org/
- ◇ Pierce Transit: www.piercetransit.org
- ◇ Sound Transit: <http://www.soundtransit.org>

Intercity Transit, Thurston County's public transportation provider, serves Olympia, Lacey, Tumwater, and Yelm. Intercity Transit provides bus service to Pierce County where passengers can connect with service to SeaTac, Seattle, and areas to the north.

Intercity Transit also provides:

- Community van program
- Customer service staff will prepare custom trip plans with all the information the customer needs to successfully make his or her trip on the bus
- Dial-A-Lift service for people with disabilities that prevent them from riding regular buses
- Free one-on-one travel training: a "travel coach" works with new bus riders one-on-one until they are comfortable riding the bus alone
- On-line trip planner: provides individualized trip plans online
- Promotional brochures: ridesharing, specific services, transit guide, etc.
- Vanpool program for regional, long-distance commuters
- Transportation program for Welfare to Work recipients

For information, contact Customer Service at 360-786-1881 or visit www.intercitytransit.com

The **State Agency Rider (STAR) Pass** is available to state employees who are assigned to a worksite in Thurston County. The STAR Pass program is a partnership between the State and Intercity Transit that allows state employees in Thurston County to ride any Intercity Transit bus route **without charge**, including express service between Tacoma and Olympia. A STAR Pass sticker affixed to the employee's state photo ID identifies them as a STAR Pass holder when presented to Intercity Transit drivers.

STAR Pass holders who commute to Thurston County on the Olympia Express Route on Pierce Transit buses, Mason Transit or Grays Harbor Transit are eligible for a transit subsidy through the State Agency CTR Program at WSDOT.

For information about the STAR Pass go to www.ctr.wa.gov/employees/starpass.htm

Vanpooling

Because they keep more vehicles off the road than carpools, vanpools are an even more efficient way to commute. Vanpools work best for commute distances of more than 10 one-way miles.

A vanpool is a vehicle occupied by 5-15 people sharing the ride to and from work and resulting in the reduction of a minimum of one vehicle trip. (CTR Guidelines)

In Washington State, vanpool programs are owned and operated by the local transit agencies. The transit agencies supply, insure and maintain the vanpool vehicles for qualified groups of commuters. The cost of the vanpool usually is divided among the riders. Where there is a large pool of employees, vanpooling is a viable commute alternative. Riders in the vanpool must either work or live in the county of their vanpool provider. Intercity Transit, Pierce Transit, King County Metro, Mason Transit, and Grays Harbor Transit all operate vanpools that commute to worksites in Thurston County.

It is important to specify how vanpool parking will be implemented. The driver of the vanpool must be employed at the worksite in order to park the van at the worksite. If there is paid parking, determine whether or not the vanpool receives free or discounted parking and whether or not vanpool members will be provided with free or discounted parking. For example on the Capitol Campus vanpools do not pay a parking fee and members may purchase day passes for days they do not to vanpool.