

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	Ordinance No. 516 Relating to Transportation Demand Management, Adopting a Commute Trip Reduction Plan, and Implementing Measures as Required by RCW 70.94.527.
DEPARTMENT:	Public Works
PRESENTED BY:	Alicia McIntire, Aurora Corridor Planner

PROBLEM/ISSUE STATEMENT

In 2006, the Washington State Legislature passed the Commute Trip Reduction (CTR) Efficiency Act, updating the 1991 Commute Trip Reduction Law, which requires local governments in those counties experiencing the greatest automobile-related air pollution and traffic congestion to develop and implement plans to reduce single-occupant vehicle trips. The City of Shoreline is located within the affected urban growth area and is required to prepare a CTR Plan. This plan and ordinance have been prepared in accordance with RCW 70.94.521.

ANALYSIS

The Commute Trip Reduction (CTR) Efficiency Act uses partnerships among employers, local jurisdictions, planning organizations, transit system providers, and the state to encourage employees to ride the bus, vanpool, carpool, walk, bike, work from home, or compress their workweek. The major goals for the CTR program are to:

- Improve transportation system efficiency
- Conserve energy
- Improve air quality

The CTR Efficiency Act requires that all employers that have one hundred or more employees arriving at the work site between the hours of 6 a.m. and 9 a.m. implement a program to reduce single occupancy vehicle trips. This program must be consistent with the City's adopted CTR ordinance and programs and policies therein. The City of Shoreline currently has six work sites that are required to implement commute trip reduction strategies under RCW 70.94.527. These are:

- The City of Shoreline
- CRISTA Ministries
- Washington State Public Health Lab
- Washington State Department of Transportation
- Washington State Department of Social and Health Services (DSHS) Fircrest School

- Shoreline Community College

Currently, King County Metro implements the City's CTR program through an interlocal agreement. State funds allotted to the City for implementation of this program are directed to King County Metro, who provides support and assistance to affected employers and ensures compliance with the established CTR reporting requirements. Adoption of this plan will not affect the status of this interlocal agreement.

The City of Shoreline CTR Plan is a collection of city-adopted goals and policies, facility and service improvements and marketing strategies about how the City will help make progress for reducing drive alone trips and vehicle miles traveled over the next four years. The financial impacts of the plan are also addressed. This plan helps to support the achievement of the City of Shoreline's vision and the goals of its comprehensive plan.

The City of Shoreline currently has adopted CTR regulations in Chapter 14.10 of the Shoreline Municipal Code. Ordinance 516 repeals these existing regulations and replaces them with updated regulations that are in compliance with the CTR Efficiency Act. While substantially similar to the existing regulations, the updated regulations include the following changes:

- Elimination of CTR goals and Designation of CTR zone and base year values. These are now included in the CTR plan.
- Elimination of credit for transportation demand management efforts. This allowed employers to request credit for programs implemented prior to 1994. All affected employers must attempt to achieve newly established goals identified in the CTR plan.
- Elimination of the employer peer review group. This is a provision in the regulations that has not been implemented. King County Metro, who implements the City's CTR program, holds regular network meeting for representatives of affected employers to discuss ongoing CTR efforts and offer assistance and resources.

The adoption of these regulations will not require existing affected employers to adopt new or revised CTR plans for their individual worksites, as the requirements for individual plans have not changed. It will be the obligation of affected employers to attempt to reach the established goals and targets for reducing drive alone trips and vehicle miles traveled.

As part of the plan development, review by the Washington State Commute Trip Reduction Board was required. Shoreline's draft CTR plan was approved by the Washington State Commute Trip Reduction Board in January 2008.

FINANCIAL IMPACT

Adoption of this resolution by the City Council has no financial impact.

ENVIRONMENTAL REVIEW

Adoption of the CTR plan is categorically exempt from the Washington State Environmental Protection Act (SEPA).

RECOMMENDATION

Staff recommends the Council approved Ordinance No. 516 Relating to Transportation Demand Management, Adopting a Commute Trip Reduction Plan, and Implementing Measures as Required by RCW 70.94.527.

Approved By: City Manager  City Attorney ✓

ATTACHMENTS

A- Proposed Ordinance No. 516

ORDINANCE NO. 516

AN ORDINANCE OF THE CITY OF SHORELINE, WASHINGTON, RELATING TO TRANSPORTATION DEMAND MANAGEMENT, ADOPTING A COMMUTE TRIP REDUCTION ("CTR") PLAN, AND IMPLEMENTING MEASURES AS REQUIRED BY RCW 70.94.527; AND REPEALING SHORELINE MUNICIPAL CODE CHAPTER 14.10

WHEREAS, motor vehicle traffic is a major source of emissions that pollute the air, and air pollution causes significant harm to public health and degrades the quality of the environment; and

WHEREAS, increasing motor vehicle traffic aggravates traffic congestion in the City of Shoreline; and

WHEREAS, traffic congestion imposes significant costs on City businesses, government, and individuals in terms of lost working hours and delays in the delivery of goods and services as well as making the City a less desirable place to live, work, visit and do business; and

WHEREAS, capital and environmental costs of fully accommodating the existing and projected motor vehicle traffic on roads and highways are prohibitive while decreasing the demand for vehicle trips is significantly less costly and is at least as effective in reducing traffic congestion and its impacts as constructing new transportation facilities; and

WHEREAS, the City of Shoreline recognizes the importance of increasing individual citizens' awareness of air quality, energy consumption and traffic congestion, and the contribution individual actions can make toward addressing these issues;

WHEREAS, employers have significant opportunities to encourage and facilitate the reduction of single-occupant vehicle commuting by employees; and

WHEREAS, State policy, as set forth in RCW 70.94.521-.555, requires the City of Shoreline to develop and implement a plan to reduce single occupant vehicle commute trips; and

WHEREAS, the plan must require affected employers to implement programs to reduce vehicle miles traveled per employee and the number of single-occupant vehicles used for commuting purposes by their employees; and

WHEREAS, adoption of this Ordinance will promote the public health, safety, and general welfare within the City of Shoreline and the region; and

WHEREAS, the Washington State Commute Trip Reduction Board approved the City of Shoreline Draft Commute Trip Reduction Plan on January 25, 2008;

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SHORELINE,
WASHINGTON DO ORDAIN AS FOLLOWS:**

Section 1. Repeal; New Section. Shoreline Municipal Code Chapter 14.10 is hereby repealed in its entirety and a new Chapter 14.10 is adopted as set forth in Exhibit A.

Section 2. Severability. If any section, subsection, sentence, clause, phrase, part or portion of this Ordinance is for any reason held to be invalid or unconstitutional by any court of competent jurisdiction, such decision shall not affect the validity of the remaining portions of this Ordinance.

Section 3. Effective Date. This Ordinance shall take effect and be in full force five days after publication of a summary consisting of its title in the official newspaper of the City.

PASSED BY THE CITY COUNCIL ON

Mayor Cindy Ryu

ATTEST:

APPROVED AS TO FORM:

Scott Passey
City Clerk

Ian Sievers
City Attorney

Date of Publication:
Effective Date:

EXHIBIT A

14.10.010 Definitions.

For the purpose of this Ordinance, the following definitions shall apply in the interpretation and enforcement of this Ordinance:

"Affected Employee" means a full-time employee who begins his or her regular work day at a single worksite covered by the Commute Trip Reduction Plan between 6:00 a.m. and 9:00 a.m. (inclusive) on two or more weekdays for at least twelve continuous months who is not an independent contractor. Seasonal agricultural employees, including seasonal employees of processors of agricultural products, are excluded from the count of affected employees.

"Affected Employer" means an employer that employs one hundred (100) or more full-time employees at a single worksite covered by the Commute Trip Reduction Plan who are scheduled to begin their regular work day between 6:00 a.m. and 9:00 a.m. (inclusive) on two or more weekdays for at least twelve continuous months. Construction worksites, when the expected duration of the construction is less than two years, are excluded from this definition. (Also see definition of employer.)

"Alternative Mode" means any means of commute transportation other than that in which the single-occupant motor vehicle is the dominant mode, including telecommuting and compressed work week schedules if they result in reducing commute trips.

"Alternative Work Schedules" mean programs such as compressed work week schedules that eliminate work trips for affected employees.

"Base year" means the twelve-month period which commences when a major employer is determined by the jurisdiction to be participating within the CTR program. The City of Shoreline uses this twelve-month period as the basis upon which it develops commute trip reduction goals.

"Base year survey" or *"baseline measurement"* means the survey, during the base year, of employees at a major employer worksite to determine the drive-alone rate and vehicle miles traveled per employee at the worksite. The jurisdiction uses this measurement to develop commute trip reduction goals for the major employer. The baseline measurement must be implemented in a manner that meets the requirements specified by the City of Shoreline.

"Carpool" means a motor vehicle, including a motorcycle, occupied by two to six people of at least 16 years of age traveling together for their commute trip, resulting in the reduction of a minimum of one motor vehicle commute trip.

"City" means the City of Shoreline.

"*Commute Trips*" mean trips made from a worker's home to a worksite (inclusive) on weekdays.

"CTR" is the abbreviation of Commute Trip Reduction.

"CTR Program" means an employer's strategies to reduce employees' drive alone commutes and average VMT per employee.

"*Commute trip vehicle miles traveled per employee*" means the sum of the individual vehicle commute trip lengths in miles over a set period divided by the number of full-time employees during that period.

"*Compressed Work Week*" means an alternative work schedule, in accordance with employer policy, that regularly allows a full-time employee 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. This definition is primarily intended to include weekly and bi-weekly arrangements, the most typical being four 10-hour days or 80 hours in nine days, but may also include other arrangements.

"*Custom Bus/Buspool*" means a commuter bus service arranged specifically to transport employees to work.

"*Dominant Mode*" means the mode of travel used for the greatest distance of a commute trip.

"*Drive Alone*" means a motor vehicle occupied by one (1) employee for commute purposes, including a motorcycle.

"*Drive Alone Trips*" means commute trips made by employees in single occupant vehicles.

"*Employee Transportation Coordinator (ETC)*" means a person who is designated as responsible for the development, implementation and monitoring of an employer's CTR program.

"*Employer*" means a sole proprietorship, partnership, corporation, unincorporated association, cooperative, joint venture, agency, department, district, or other individual or entity, whether public, non-profit, or private, that employs workers.

"*Exemption*" means a waiver from any or all CTR program requirements granted to an employer by the City of Shoreline based on unique conditions that apply to the employer or employment site.

"*Flex-Time*" is an employer policy that provides work schedules allowing individual employees flexibility in choosing the start and end time but not the number of their working hours.

"*Full-Time Employee*" means a person, other than an independent contractor, whose position is scheduled on a continuous basis for 52 weeks for an average of at least 35 hours per week.

"*Good Faith Effort*" means that an employer has met the minimum requirements identified in RCW 70.94.531 and this ordinance, and is working collaboratively with the City of Shoreline to continue its existing CTR program or is developing and implementing program modifications likely to result in improvements to its CTR program over an agreed-upon length of time.

"*Implementation*" means active pursuit by an employer of the CTR goals of RCW 70.94.521-555 and this ordinance as evidenced by appointment of an employee transportation coordinator (ETC), distribution of information to employees regarding alternatives to drive alone commuting, and commencement of other measures according to its approved CTR program and schedule.

"*A major employer*" means a private or public employer, including state agencies, that employs one hundred or more full-time employees at a single worksite who are scheduled to begin their regular work day between 6:00 a.m. and 9:00 a.m. on weekdays for at least twelve continuous months.

"*Major employer worksite*" or "*affected employer worksite*" or "*worksite*" means the physical location occupied by a major employer, as determined by the local jurisdiction.

"*Mode*" means the means of transportation used by employees, such as single-occupant motor vehicle, rideshare vehicle (carpool or vanpool), transit, ferry, bicycle, walking, compressed work week schedule and telecommuting.

"*Notice*" means written communication delivered via the United States Postal Service with receipt deemed accepted three days following the day on which the notice was deposited with the Postal Service unless the third day falls on a weekend or legal holiday in which case the notice is deemed accepted the day after the weekend or legal holiday.

"*Peak Period*" means the hours from 6:00 a.m. to 9:00 a.m. (inclusive), Monday through Friday, except legal holidays.

"*Peak Period Trip*" means any commute trip that delivers the employee to begin his or her regular workday between 6:00 a.m. and 9:00 a.m. (inclusive), Monday through Friday, except legal holidays.

"*Proportion of Drive Alone Trips*" or "*Drive Alone Rate*" means the number of commute trips over a set period made by employees in single occupancy vehicles divided by the number of potential trips taken by employees working during that period.

"*Ride Matching Service*" means a system which assists in matching commuters for the purpose of commuting together.

"*Teleworking*" or "*Telecommuting*" means the use of telephones, computers, or other similar technology to permit an employee to work from home, eliminating a commute trip, or to work from a work place closer to home, reducing the distance traveled in a commute trip by at least half.

"*Transit*" means a multiple-occupant vehicle operated on a for-hire, shared-ride basis, including bus, passenger ferry, rail, shared-ride taxi, shuttle bus, or vanpool.

"*Transportation Demand Management (TDM)*" means a broad range of strategies that are primarily intended to reduce and reshape demand on the transportation system.

"*Transportation Management Association (TMA)*" means a group of employers or an association representing a group of employers in a defined geographic area. A TMA may represent employers within specific city limits or may have a sphere of influence that extends beyond city limits.

"*Vanpool*" means a vehicle occupied by from five (5) to fifteen (15) people traveling together for their commute trip, resulting in the reduction of a minimum of one motor vehicle trip.

"*Vehicle Miles Traveled (VMT) Per Employee*" means the sum of the individual vehicle commute trip lengths in miles made by employees over a set period divided by the number of employees during that period.

"*Week*" means a seven-day calendar period starting on Monday and continuing through Sunday.

"*Weekday*" means any day of the week except Saturday or Sunday.

"*Writing*," "*Written*," or "*In Writing*" means original signed and dated documents. Facsimile (fax) transmissions are a temporary notice of action that must be followed by the original signed and dated document via mail or delivery.

14.10.020 City of Shoreline CTR Plan.

The goals established for the jurisdiction and affected employers in the City's Commute Trip Reduction Plan set forth in Attachment A are incorporated herein by reference. City staff is directed to make any corrections for typographical errors, include any graphical materials for information, and complete the Commute Trip Reduction Plan.

14.10.030 CTR Goals.

A. Commute Trip Reduction Goals. The City's goals for reductions in the proportions of drive-alone commute trips and vehicle miles traveled per employee by affected employers in Shoreline, and other areas designated by the City are hereby established by the City's CTR Plan incorporated by SMC 14.10.020. These goals establish the desired level of performance for the CTR program in its entirety in Shoreline. The City will set the individual worksite goals for affected employers based on how the worksite can contribute to Shoreline's overall goal established in the CTR plan. The goals will appear as a component of the affected employer's approved implementation plan outlined in SMC 14.10.060.

1. Commute Trip Reduction Goals for Affected Employers

- a. The drive-alone and VMT goals for affected employers in Shoreline are hereby established as set forth in the CTR Plan incorporated by SMC 14.10.020.
- b. If the goals for an affected employer or newly affected employer are not listed in the CTR Plan, they shall be established by the City at a level designed to achieve Shoreline's overall goals for the jurisdiction and other areas as designated by the City. The City shall provide written notification of the goals for each affected employer worksite by providing the information when the City reviews the employer's proposed program and incorporating the goals into the program approval issued by the City.

14.10.040 Responsible Agency.

The City of Shoreline shall be responsible for implementing this Chapter, the CTR Plan and the City's CTR program for its own employees. The City Manager or his or her authorized designee shall have the authority to issue such rules and administrative procedures and delegate authority to other City departments as may be necessary to implement this Chapter.

14.10.050 Applicability.

The provisions of this ordinance shall apply to any affected employer within the geographic limits of the CTR Plan adopted in SMC 14.10.020.

A. Notification of Applicability. In addition to the City's established public notification for adoption of an ordinance, a notice of availability of a summary of this ordinance, a notice of the requirements and criteria for affected employers to comply with the ordinance, and subsequent revisions shall be published at least once in the City's official newspaper not more than 30 days after passage of this ordinance or revisions.

1. Affected employers located in Shoreline are to receive written notification that they are subject to this ordinance. Such notice shall be addressed to the company's chief executive officer, senior official, CTR program manager, or registered agent at the worksite. Such notification shall provide 90 days for the affected employer to perform a baseline measurement consistent with the measurement requirements specified by the City.

2. Affected employers that, for whatever reason, do not receive notice within 30 days of passage of the ordinance and are either notified or identify themselves to the City within 90 days of the passage of the ordinance will be granted an extension to assure up to 90 days within which to perform a baseline measurement consistent with the measurement requirements specified by the City.

3. Affected employers that have not been identified or do not identify themselves within 90 days of the passage of the ordinance and do not perform a baseline measurement consistent with the measurement requirements specified by the City within 90 days from the passage of the ordinance are in violation of this ordinance.

4. If an affected employer has already performed a baseline measurement, or an alternative acceptable to the City, under previous iterations of this ordinance, the employer is not required to perform another baseline measurement.

B. Newly Affected Employers

1. Employers meeting the definition of "affected employer" in this ordinance must identify themselves to the City within 90 days of either moving into the boundaries outlined in the CTR Plan adopted in SMC 14.10.020 or growing in employment at a worksite to one hundred (100) or more affected employees. Employers who do not identify themselves within 90 days are in violation of this ordinance.

2. Newly affected employers identified as such shall be given 90 days to perform a baseline measurement consistent with the measurement requirements specified by the City. Employers who do not perform a baseline measurement within 90 days of receiving written notification that they are subject to this ordinance are in violation of this ordinance.

3. Not more than 90 days after receiving written notification of the results of the baseline measurement, the newly affected employer shall develop and submit a CTR Program to the City. The program will be developed in consultation with City of Shoreline staff to be consistent with the goals of the CTR Plan adopted in SMC 14.10.020. The program shall be implemented not more than 90 days after approval by the City. Employers who do not implement an approved CTR Program according to this schedule are in violation of this ordinance and subject to the penalties outlined in SMC 14.10.090(D) below.

C. Change in Status as an Affected Employer. Any of the following changes in an employer's status will change the employer's CTR program requirements:

1. If an employer initially designated as an affected employer no longer employs one hundred (100) or more affected employees and expects not to employ one hundred (100) or more affected employees for the next twelve (12) months, that employer is no longer an affected employer. It is the responsibility of the employer to notify the City that it is no longer an affected employer. The burden of proof lies with the employer.

2. If the same employer returns to the level of one hundred (100) or more affected employees within the same twelve (12) months, that employer will be

considered an affected employer for the entire 12 months and will be subject to the same program requirements as other affected employers.

3. If the same employer returns to the level of one hundred (100) or more affected employees twelve (12) or more months after its change in status to an "unaffected" employer, that employer shall be treated as a newly affected employer and will be subject to the same program requirements as other newly affected employers.

14.10.060 Requirements for Employers – RCW 70.94.531.

An affected employer is required to make a good faith effort, as defined in RCW 70.94.534(2) and this ordinance, to develop and implement a CTR program that will encourage its employees to reduce VMT per employee and drive alone commute trips. The CTR program must include the mandatory elements as described below.

A. Mandatory Program Elements. Each employer's CTR program shall include the following mandatory elements:

1. Employee Transportation Coordinator (ETC). The employer shall designate an Employee Transportation Coordinator (ETC) to administer the CTR program. The ETC and/or designee's name, location, and telephone number must be prominently displayed physically or electronically at each affected worksite. The ETC shall oversee all elements of the employer's CTR program and act as liaison between the employer and the City. The Transportation Coordinator must complete the basic ETC training course as provided by King County within six months of assuming the status of designated transportation coordinator, in order to help ensure consistent knowledge and understanding of CTR laws, rules and guidelines statewide. The objective is to have an effective transportation coordinator presence at each worksite; an affected employer with multiple sites may have one ETC for all sites.

2. Information Distribution. Information about alternatives to drive alone commuting as well as a summary of the employer's CTR Program shall be provided to employees at least once a year and to new employees at the time of hire. The summary of the employer's CTR Program shall also be submitted to the City with the employer's program description and regular report.

B. Additional Program Elements. In addition to the specific program elements described above, the employer's CTR program shall include additional elements as needed to meet CTR goals. Elements may include, but are not limited to, one or more of the following:

1. Provision of preferential parking for high-occupancy vehicles
2. Reduced parking charges for high-occupancy vehicles;
3. Instituting or increasing parking charges for drive alone commuters;
4. Provision of commuter ride matching services to facilitate employee ridesharing for commute trips;
5. Provision of subsidies for rail, transit, or vanpool fares and/or transit passes;
6. Provision of vans or buses for employee ridesharing;
7. Provision of subsidies for carpools, walking, bicycling, teleworking, or compressed schedules;

8. Provision of incentives for employees that do not drive alone to work;
9. Permitting the use of the employer's vehicles for carpooling or vanpooling;
10. Permitting flexible work schedules to facilitate employees' use of transit, carpools, or vanpools;
11. Cooperation with transportation providers to provide additional regular or express service to the worksite;
12. Construction of special loading and unloading facilities for transit, carpool, and vanpool users;
13. Provision of bicycle parking facilities, lockers, changing areas, and showers for employees who bicycle or walk to work;
14. Provision of a program of parking incentives such as a rebate for employees who do not use the parking facilities;
15. Establishment of a program to permit employees to work part- or full-time at home or at an alternative worksite closer to their homes which reduces commute trips;
16. Establishment of a program of alternative work schedules, such as a compressed work week, which reduces commute trips;
17. Implementation of other measures designed to facilitate the use of high-occupancy vehicles, such as on-site day care facilities, emergency taxi services, or guaranteed ride home programs;
18. Charging employees for parking, and/or the elimination of free parking; and
19. Other measures that the employer believes will reduce the number and length of commute trips made to the site.

C. CTR Program Report and Description. Affected employers shall review their program and file a regular progress report with the City in accordance with the format provided by the City. The CTR Program Report and Description outlines the strategies to be undertaken by an employer to achieve the commute trip reduction goals for the reporting period. Employers are encouraged to consider innovative strategies and combine program elements in a manner that will best suit their location, site characteristics, business type, and employees' commuting needs. Employers are further encouraged to cooperate with each other to implement program elements. At a minimum, the employer's CTR Program Report and Description must include:

1. a general description of the employment site location, transportation characteristics, employee parking availability, on-site amenities, and surrounding services;
2. the number of employees affected by the CTR program and the total number of employees at the site;
3. documentation on compliance with the mandatory CTR program elements as described in SMC 14.10.060(A);
4. description of any additional elements included in the employer's CTR program as described in SMC 14.10.060(B); and
5. a statement of organizational commitment to provide appropriate resources to the program to meet the employer's established goals.

D. Biennial Measure of Employee Commute Behavior. In addition to the baseline measurement, employers shall conduct a program evaluation as a means of determining worksite progress toward meeting CTR goals. As part of the program evaluation, the employer shall distribute and collect Commute Trip Reduction Program Employee Questionnaires (surveys) at least once every two years, and strive to achieve at least a 70% response rate from employees at the worksite.

14.10.070 Record Keeping.

Affected employers shall maintain a copy of their approved CTR Program Description and Report, their CTR Program Employee Questionnaire results, and all supporting documentation for the descriptions and assertions made in any CTR report to the City for a minimum of 48 months. The City and the employer shall agree on the record keeping requirements as part of the accepted CTR program.

14.10.080 Schedule and Process for CTR Program Description and Report.

A. Document Review. The City shall provide the employer with written notification if a CTR program is deemed unacceptable. The notification must give cause for any rejection. If the employer receives no written notification of extension of the review period of its CTR program or comment on the CTR program or annual report within 90 days of submission, the employer's program or annual report is deemed accepted. The City may extend the review period up to 90 days. The implementation date for the employer's CTR program will be extended an equivalent number of days.

B. Schedule. Upon review of an employer's initial CTR program, the City shall establish the employer's regular reporting date. This report will be provided in a form provided by the City consistent with SMC 14.10.060(C) above.

C. Modification of CTR Program Elements. Any affected employer may submit a request to the City for modification of CTR requirements. Such request may be granted if one of the following conditions exist:

1. The employer can demonstrate it would be unable to comply with the CTR program elements for reasons beyond the control of the employer, or

2. The employer can demonstrate that compliance with the program elements would constitute an undue hardship.

D. The City may ask the employer to substitute a program element of similar trip reduction potential rather than grant the employer's request.

E. Extensions. An employer may request additional time to submit a CTR Program Description and Report, or to implement or modify a program. Such requests shall be via written notice at least 30 days before the due date for which the extension is being requested. Extensions not to exceed 90 days shall be considered for reasonable causes. The City shall grant or deny the employer's extension request by written notice within 10 working days of its receipt of the extension request. If there is no response issued to the employer, an extension is automatically granted for 30 days. Extensions shall not exempt an employer from any responsibility in meeting program goals. Extensions granted due to delays or difficulties with any program element(s) shall not be cause for discontinuing or failing to implement other program elements. An employer's regular reporting date shall not be adjusted permanently as a result of these

extensions. An employer's annual reporting date may be extended at the discretion of the City.

F. Implementation of Employer's CTR Program. Unless extensions are granted, the employer shall implement its approved CTR program, including approved program modifications, not more than 90 days after receiving written notice from the City that the program has been approved or with the expiration of the program review period without receiving notice from the City.

14.10.090 Exemptions and Goal Modifications

A. Worksite Exemptions. An affected employer may request the City to grant an exemption from all CTR program requirements or penalties for a particular worksite. The employer must demonstrate that it would experience undue hardship in complying with the requirements of the ordinance as a result of the characteristics of its business, its work force, or its location(s). An exemption may be granted if and only if the affected employer demonstrates that it faces extraordinary circumstances, such as bankruptcy, and is unable to implement any measures that could reduce the proportion of drive alone trips and VMT per employee. Exemptions may be granted by the City at any time based on written notice provided by the affected employer. The notice should clearly explain the conditions for which the affected employer is seeking an exemption from the requirements of the CTR program. The City shall grant or deny the request within 30 days of receipt of the request. The City shall review annually all employers receiving exemptions, and shall determine whether the exemption will be in effect during the following program year.

B. Employee Exemptions. Specific employees or groups of employees who are required to drive alone to work as a condition of employment may be exempted from a worksite's CTR program. Exemptions may also be granted for employees who work variable shifts throughout the year and who do not rotate as a group to identical shifts. The City will use the criteria identified in the CTR Board Administrative Guidelines to assess the validity of employee exemption requests. The City shall grant or deny the request within 30 days of receipt of the request. The City shall review annually all employee exemption requests, and shall determine whether the exemption will be in effect during the following program year.

C. Modification of CTR Program Goals

1. An affected employer may request that the City modify its CTR program goals. Such requests shall be filed in writing at least 60 days prior to the date the worksite is required to submit its program description or annual report. The goal modification request must clearly explain why the worksite is unable to achieve the applicable goal. The worksite must also demonstrate that it has implemented all of the elements contained in its approved CTR program.
2. The City will review and grant or deny requests for goal modifications in accordance with procedures and criteria identified in the CTR Board Guidelines.

b. An employer may not request a modification of the applicable goals until one year after city/county approval of its initial program description or annual report.

14.10.100 Enforcement.

A. Compliance. For purposes of this section, compliance shall mean:

1. Fully implementing in good faith all mandatory program elements as well as provisions in the approved CTR Program Description and Report;
2. Providing a complete CTR Program Description and Report on the regular reporting date; and
3. Distributing and collecting the CTR Program Employee Questionnaire during the scheduled survey time period.

B. Program Modification Criteria. The following criteria for achieving goals for VMT per employee and proportion of drive alone trips shall be applied in determining requirements for employer CTR program modifications:

1. If an employer meets either or both goals, the employer has satisfied the objectives of the CTR plan and will not be required to improve its CTR program;
2. If an employer makes a good faith effort, as defined in RCW 70.94.534(2) and this ordinance, but has not met the applicable drive alone or VMT goal, no additional modifications are required.
3. If an employer fails to make a good faith effort as defined in RCW 70.94.534(2) and this ordinance, and fails to meet the applicable drive alone or VMT reduction goal, the City shall direct the employer to revise its program within 30 days to come into compliance with the measures defined by RCW 70.94.534(2), including specific recommended program modifications. In response to the recommended modifications, the employer shall submit a revised CTR Program Description and Report, including the requested modifications or equivalent measures, within 30 days of receiving written notice to revise its program. The City shall review the revisions and notify the employer of acceptance or rejection of the revised program. If a revised program is not accepted, the City will send written notice to that effect to the employer within 30 days and, if necessary, require the employer to attend a conference with program review staff for the purpose of reaching a consensus on the required program. A final decision on the required program will be issued in writing by the City within 10 working days of the conference.

C. Violations. The following constitute violations of this ordinance:

1. Failure to self identify as an affected employer;
2. Failure to perform a baseline measurement, including:
 - a. Employers notified or that have identified themselves to the City within 90 days of the ordinance being adopted and that do not perform a baseline measurement consistent with the requirements specified by the City within 90 days from the notification or self-identification;
 - b. Employers not identified or self-identified within 90 days of the ordinance being adopted and that do not perform a baseline measurement consistent with the requirements specified by the City within 90 days from the adoption of the ordinance;

3. Failure to develop and/or submit on time a complete CTR program;
4. Failure to implement an approved CTR program, unless the program elements that are carried out can be shown through quantifiable evidence to meet or exceed VMT and drive alone goals as specified in ordinance;
5. Submission of false or fraudulent data in response to survey requirements;
6. Failure to make a good faith effort, as defined in RCW 70.94.534 and this ordinance; or
7. Failure to revise a CTR program as defined in RCW 70.94.534(4) and this ordinance.

D. Penalties

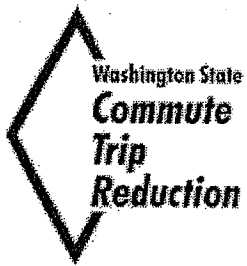
1. A violation of this ordinance shall be punishable as a civil infraction under RCW 7.80, with each day of noncompliance constituting a separate violation. The civil penalty for a violation shall be \$250 per day.
2. No affected employer with an approved CTR program which has made a good faith effort may be held liable for failure to reach the applicable drive alone or VMT goal. An affected employer shall not be liable for civil penalties if failure to implement an element of a CTR program was the result of an inability to reach agreement with a certified collective bargaining agent under applicable laws where the issue was raised by the employer and pursued in good faith. Unionized employers shall be presumed to act in good faith compliance if they:
 - a. Propose to a recognized union any provision of the employer's CTR program that is subject to bargaining as defined by the National Labor Relations Act; and
 - b. Advise the union of the existence of the statute and the mandates of the CTR program approved by the City and advise the union that the proposal being made is necessary for compliance with state law (RCW 70.94.531).

14.10.110 Appeals of administrative decisions.

A. Appeal of Final Decisions. Employers may file a written appeal to the city's hearing examiner of the city's final decisions regarding the following actions:

1. Rejection of an employer's proposed program.
2. Denial of an employer's request for a waiver or modification of any of the requirements under this chapter or a modification of the employer's program.
3. Denial of exemptions requested under SMC 14.10.100.

B. Appeals filed under this section must be filed with the city within 20 days after the employer receives notice of a final decision and shall stay the final decision. Determinations on appeals shall be based on whether the decision being appealed was consistent with the state law.



CITY OF SHORELINE COMMUTE TRIP REDUCTION PLAN

DRAFT

Date: August 25, 2008

TABLE OF CONTENTS

INTRODUCTION	1
I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT.....	2
II. AND III. BASELINE, GOALS AND TARGETS	8
IV. DESCRIPTION OF PLANNED LOCAL SERVICES AND STRATEGIES FOR ACHIEVING THE GOALS AND TARGETS.....	9
V: REQUIREMENTS FOR MAJOR EMPLOYERS	15
VI. DOCUMENTATION OF CONSULTATION	17
VII. A SUSTAINABLE FINANCIAL PLAN	19
VIII. IMPLEMENTATION STRUCTURE	24

INTRODUCTION

CITY OF SHORELINE COMMUTE TRIP REDUCTION PLAN

In 2006, the Washington State Legislature passed the Commute Trip Reduction Efficiency Act which requires local governments in those counties experiencing the greatest automobile-related air pollution and traffic congestion to develop and implement plans to reduce single-occupant vehicle trips. The City of Shoreline is located within the affected urban growth area and is required to prepare a Commute Trip Reduction Plan. This plan has been prepared in accordance with RCW 70.94.521.

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

This Plan has been developed through extensive involvement by employers, transit agencies, organizations and individuals from throughout the City of Shoreline, King County and Snohomish County who helped identify strategies and methods for successful achievement of the goals. This plan helps to support the achievement of the City of Shoreline's vision and the goals of its comprehensive plan.

Agency: City of Shoreline

Department: Planning and Development Services

Contact Person Alicia McIntire
(Person Preparing CTR Plan):

Address 1: 17544 Midvale Avenue North

Jurisdiction: Shoreline

State: WA

Zip Code: 98133

Phone #: 206/801-2483

Fax #: 206/546-2008

Email Address: amcintire@ci.shoreline.wa.us

I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

The City of Shoreline is located in north King County, just north of the City of Seattle and south of Snohomish County. The City is predominantly residential, with established business and commercial areas adjacent to major state highways and arterials. The City was incorporated in 1995 and grew to a population of 52,730 in 2003. As the population in King County increases, it is estimated that the City's population and number of jobs will continue to grow during the Commute Trip Reduction Planning period from 2007-2011.

The Commute Trip Reduction (CTR) Efficiency Act uses partnerships among employers, local jurisdictions, planning organizations, transit systems, and the state to encourage employees to ride the bus, vanpool, carpool, walk, bike, work from home, or compress their workweek. The major goals for the CTR program are to:

- Improve transportation system efficiency
- Conserve energy
- Improve air quality

The CTR Efficiency Act requires that all employers that have one hundred or more employees arriving at the work site between the hours of 6 a.m. and 9 a.m. implement a program to reduce single occupancy vehicle trips. This program must be consistent with the jurisdiction's adopted CTR ordinance and programs and policies therein. The City of Shoreline currently has six work sites that are required to implement commute trip reduction strategies under RCW 70.94.527. These are:

- The City of Shoreline
- CRISTA Ministries
- Washington State Public Health Lab
- Washington State Department of Transportation
- Washington State Department of Social and Health Services (DSHS) Fircrest School
- Shoreline Community College

Attachment A identifies the locations of these CTR work sites.

Major Issues Regarding Land Use and Transportation Conditions Around CTR Work Sites or Work Site Cluster.

The six CTR work sites in the City of Shoreline are currently designated by the City's Comprehensive Plan as follows:

I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

EMPLOYER	COMPREHENSIVE PLAN LAND USE DESIGNATION
City of Shoreline	Public Facilities
CRISTA Ministries	Single Family Institution
Washington State Public Health Lab	Public Facilities
Washington State Department of Transportation	Public Facilities
Washington State DSHS Fircrest School	Single Family Institution
Shoreline Community College	Single Family Institution

The majority of these facilities are located in or adjacent to areas designated as low density residential areas. The City of Shoreline City Hall and the Washington State Department of Transportation are also bordered by areas designated as Community Business. With the exception of the City of Shoreline, all of the sites are located in predominantly single family residential neighborhoods. These neighborhoods are significantly built-out, with little vacant land. At this time, the existing zoning is consistent with the planned future land uses for these sites. Sites designated as Single Family Institution must develop specific plans for Conditional Use permits, Special Use permits or Master Plans to expand or modify their uses. It is anticipated that residential growth may occur in the location of these facilities, especially if specific permits or plans listed above call for additional residential growth. The City is experiencing some high density residential development on Aurora Avenue North, which is in close proximity to the City of Shoreline City Hall, the Washington State Department of Transportation and Shoreline Community College. There are currently no planned high density residential developments in the immediate vicinity of these work sites. High density residential development is currently present near the Washington State Public Health Lab and the Washington State DSHS Fircrest School. The entire City is located within the King County Urban Growth Area and it is anticipated that residential and employment growth will continue throughout the City during the planning period.

The six existing CTR works sites are all located on designated collector, minor or principal arterial streets, as designated in the City's Transportation Master Plan. Each site is served by public transit, with varying degrees of frequency and levels of service. All sites have access to public transit within a quarter mile of the facility, and are served by 1 – 4 bus routes. Metro is the only public transit provider directly to the sites. Community Transit provides bus service to the City of Shoreline, however, a transfer to any sites within the City is required at the Aurora Village Transit Center. Sound Transit provides limited service to the City of Shoreline via I-5 and Bothell Way NE (SR 522). The Shoreline Park and Ride lot at North 192nd Street and Aurora Avenue North is located near CRISTA Ministries and has regular service during the a.m. peak time. Two park and ride lots are located approximately $\frac{1}{4}$ - $\frac{1}{3}$ of a mile from the Washington State DSHS Fircrest School and Washington State Public Health Lab and are well served during the a.m. peak time. Transit service to Shoreline CTR employers connects with downtown Seattle, Northgate, Aurora Village and other northend neighborhoods such as Jackson Park and Richmond Beach. There are also connections with Lake Forest Park and the SR 522 corridor. The Aurora Village transit center has many routes feeding into it, including Metro routes 301, 303, 331, 342, 346, 358, 373, and Community Transit routes 100, 101, 118, 130, 131. The Shoreline Park and Ride lot is served by

I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

Metro routes 301, 303, 342, 358, 373. There is no Community Transit or Sound Transit service at this Park and Ride lot.

Transit service from southend locations such as Renton, Auburn and Kent or eastside such as Bellevue, Redmond and Kirkland is lacking. Employees commuting from these areas including the westside of Seattle such as Ballard, West Seattle, and Queen Anne have to transfer in downtown Seattle.

At this time, Metro has no plans to expand transit service to the existing CTR work sites. Increases to a.m. peak service along Route 331, which serves CRISTA, Washington State Department of Transportation and Shoreline Community College, are planned, however, it is unlikely that it will be implemented within the CTR planning timeline. The City of Shoreline is in the process of planning for and constructing business access – transit lanes on Aurora Avenue North. Bus Rapid Transit (BRT) service is planned for this corridor, but it will not begin until approximately 2013. Community Transit and Sound Transit have indicated that they are not interested in providing additional service within the City of Shoreline within the CTR planning timeline.

Vanpool service is provided by Metro Transit, Kitsap Transit and Community Transit to Shoreline employment sites. Eleven vanpool groups serve Washington State Department of Transportation and one vanpool serves Fircrest. Metro also has one vanshare group from the Edmonds ferry terminal serving WSDOT.

Sidewalks and bicycle facilities are located sporadically around the CTR work sites. Some sidewalk access is available to all sites, although not for all access points of each facility. Pedestrian access is supported with sidewalks that link some work sites. Bicycle lanes are only present at the Washington State DSHS Fircrest School and Washington State Public Health Lab and are not well connected to other bicycle facilities. Cycling amenities are offered at each worksite and bicycle access is supported on major arterials which link to the Aurora Village Transit Center and the Shoreline Park & Ride.

The City's municipal code contains established parking requirements based upon land uses. Allowances for reduction in parking requirements, such as proximity to transit routes, commuter trip reduction programs, supplementary on-site nonmotorized and high occupancy vehicle facilities, are permitted subject to approval by the City's Planning Director. All of the existing CTR work sites have free on-site parking and three include designated parking for HOVs.

Potential Actions for the Jurisdiction to Eliminate Barriers

In order for the City to remove barriers to the success of its CTR plan, the land use and transportation policies must be carefully evaluated. The location of these facilities in low density residential areas is likely to continue to restrict increased transit service to them. Higher density housing adjacent to these employers is not currently identified in the City's Comprehensive Plan, further reducing the likelihood for additional transit service. As Community Transit and Sound Transit are not interested in providing service within the City of Shoreline, the need for transfers at the Aurora Village Transit Center or in downtown Seattle may continue to prove discouraging for

I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

those employees traveling from north, east or south of the city that would otherwise use transit. The CTR employers have all identified that transit service is available at their sites, however, they often require transfers, making transit unappealing or inconvenient.

As part of the Transit Now package passed by King County voters in November 2006, Metro plans to improve its non-fixed route services to areas not easily served by traditional transit, including providing incentives to promote the expansion of VanPool, VanShare and Ridematch programs. All six CTR employers have identified that their sites are more suited toward ridesharing, biking or walking. As the City continues to evaluate tools for improving CTR participation, efforts to improve ridesharing, biking and walking should be continuously examined. These tools should be considered at the City updates its Comprehensive Plan, Transportation Master Plan and development regulations.

Review of Comprehensive Plan Policies

The City's Comprehensive Plan has several goals and policies supporting transportation methods other than single occupancy vehicles, including the following:

- **Goal LU I:** Ensure that the land use pattern of the City encourages needed, diverse, and creative development, protects existing uses, safeguards the environment, reduces sprawl, promotes efficient use of land, encourages alternative modes of transportation and helps to maintain Shoreline's sense of community.
- **LU61:** Require large commercial or residential projects to include transit stop improvements such as bus pullouts or shelters when supported by the transit agency. Transit agencies should be notified of major developments and have the opportunity to suggest improvements that will improve transit operations or attractiveness.
- **LU62:** Ensure that the transit agencies maintain park and ride lots and bus zones so that they are clean, safe, secure and do not negatively impact surrounding land uses.
- **LU63:** Develop guidelines that ensure adequate parking supply. Parking requirements should be designed for average need, not full capacity.
- **Goal T II:** Work with transportation providers to develop a safe, efficient and effective multimodal transportation system to address overall mobility and accessibility. Maximize the people carrying capacity of the surface transportation system.
- **Goal T III:** Support increased transit coverage and service that connects local and regional destinations to improve mobility options for all Shoreline residents.
- **Goal T IV:** Provide a pedestrian system that is safe, connects to destinations, accesses transit, and is accessible by all.
- **Goal T V:** Develop a bicycle system that is connective and safe and encourages bicycling as a viable alternative method of transportation.
- **Goal T VII:** Encourage alternative modes of transportation to reduce the number of automobiles on the road.
- **Goal T X:** Coordinate the implementation and development of Shoreline's transportation system with our neighbors and regional partners.

I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

- **T22:** Develop a detailed transit plan in coordination with transit providers to identify level of service targets, facilities and implementation measures to increase Shoreline residents' and students' transit ridership.
- **T23:** Work with transit service providers to provide safe, lighted, and weather protected passenger waiting areas at stops with high ridership, transfer points, Park and Ride, and park and pool lots.
- **T24:** Work with all transit providers to support "seamless" service into Shoreline across the county lines and through to major destinations.
- **T27:** Place high priority on sidewalk projects that abut or provide connections to schools, parks, transit, shopping, or large places of employment.
- **T29:** Provide sidewalks on arterial streets and neighborhood collectors.
- **T36:** Develop an off-street trail system that serves a recreational and transportation function. Preserve rights-of-way for future non-motorized trail connections, and utilize utility easements for trails when feasible.
- **T42:** Accommodate bicycles in future roadway or intersection improvement projects.
- **T44:** Reduce barriers to bicycle travel and reduce bicycle safety problems.
- **T48:** Work with major employers, developers, schools, and conference facilities to provide incentives to employees, tenants, students, and visitors to utilize alternatives other than the single occupant vehicle.
- **T49:** Support educational programs for children and residents that communicate transportation costs, safety, and travel choices.
- **T50:** Support state and federal tax policies that promote transit and ridesharing.
- **T51:** Develop parking system management and regulations to support alternatives to the single occupant vehicle.
- **T52:** Analyze alternatives by which employers and/or developers not subject to the Commute Trip Reduction Act can encourage their employees and tenants to pursue alternative transportation choices.
- **T53:** Work with Shoreline Community College and King County Metro to reduce employee and student use of single occupant vehicles and promote transit and carpooling.
- **T65:** Advocate the City's strategic interest in high capacity transit, local and express bus service and other transit technologies. Work with local and regional agencies to obtain a fair share of transit service and facilities.

E. Planning Coordination

The City of Shoreline's plan has been coordinated with the following agencies:

Agency	Date	Issues
Metro – Ted Day	April 30, 2007	• Increase in transit services during the a.m. peak period to CTR work sites during the planning period • Lack of interest in providing service to Snohomish County

I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

Community Transit – Carol Thompson	May 23, 2007	• Lack of interest in providing service to the City of Shoreline beyond the Aurora Village Transit Center • Bus Rapid Transit to be provided along SR 99 in Snohomish County within the planning time frame
Sound Transit – Matt Shelden	May 30, 2007	• No plans for major expansion of express bus service planned during the planning period. • Minor changes to existing express bus service may be implemented during the planning period.

II & III. BASELINE, GOALS AND TARGETS

According to the CTR Efficiency Act, local jurisdictions are required to set goals and targets for their entire jurisdiction and for their CTR work sites, or work site cluster. The minimum target that each jurisdiction is required to establish for its urban growth area is a 10 percent reduction in drive alone commute trips by CTR commuters and a 13 percent reduction in vehicle miles traveled (VMT) per CTR commuter. Table 1 identifies the current and target rates for SOV use and vehicle miles traveled (VMT) for all of the City of Shoreline CTR employers combined. Table 2 identifies the current and target rates for the individual six CTR affected worksites. The 2011 target rates for SOV use represent a reduction of ten percent from 2005 and the 2011 target rates for VMTs represent a reduction of thirteen percent from 2005.

Table 1
Current and Target Rates for SOV Use and VMT for all City of Shoreline CTR Employers

Area of Jurisdiction	2005 SOV Rate	2011 SOV Target Rate	2005 VMT	2011 Target VMT
Overall jurisdiction	75%	67.5%	8.57%	7.46%

Table 2
Current and Target Rates for SOV Use and VMT for individual City of Shoreline CTR Employers

Employer	2005 SOV Rate	2011 SOV Target Rate	2005 VMT	2011 Target VMT
City of Shoreline	79.5%	71.6%	9.1%	7.9%
CRISTA Ministries	78.2%	70.4%	8.5%	7.4%
Washington State Department of Transportation	60.3%	54.3%	9.3%	8.1%
Washington State DSHS Fircrest School	80.5%	72.4%	10.6%	9.2%
Washington State Public Health Lab	63.2%	56.9%	9.6%	8.3%
Shoreline Community College	80.0%	72.0%	6.3%	5.5%

IV. DESCRIPTION OF PLANNED LOCAL SERVICES AND STRATEGIES FOR ACHIEVING THE GOALS AND TARGETS

The City of Shoreline proposes to implement the following elements as part of its Commute Trip Reduction plan. Implementation of the elements will be done in partnership and coordination with other agencies as appropriate. Listed below are the following planned local services and strategies for achieving the established goals and targets for 2011.

A. Policies and Regulations

1. Comprehensive plan policies (☐ N/A)

At this time, the City has no plans to modify its existing policies and regulations as part of its Commute Trip Reduction plan. As identified previously, the City's Comprehensive Plan addresses this issue and provides support for the City's Commute Trip Reduction program.

2. Land use regulations (☐ N/A)

At this time, the City has no plans to modify its existing land use regulations as part of its Commute Trip Reduction plan. The City's current land use regulations include requirements for specified development to construct sidewalks and bicycle facilities, and allows for reduced parking when located near transit routes.

3. Zoning code regulations (☐ N/A)

At this time, the City has no plans to modify its existing zoning regulations as part of its Commute Trip Reduction plan. The City's current zoning regulations include requirements for specified development to construct sidewalks and bicycle facilities, and allows for reduced parking when located near transit routes.

4. Street design standards (☐ N/A)

The City's current Comprehensive Plan and Transportation Master Plan, both adopted in 2005, include recommended improvements to the City's bicycle and pedestrian facilities and prioritize projects. The City's 2009 – 2014 Capital Improvement Program identifies pedestrian and bicycle improvements including:

- a. Improvements to the Aurora Avenue North Corridor
- b. Sidewalks – Priority Routes

5. Concurrency regulations (☒ N/A)

B. Services and Facilities

As part of its capital improvement program, the City of Shoreline is planning the following improvements that will help reduce drive alone trips and vehicle miles traveled. In addition to the

IV. DESCRIPTION OF PLANNED LOCAL SERVICES AND STRATEGIES FOR ACHIEVING THE GOALS AND TARGETS

City's investments, the City of Shoreline is working with Metro, Community Transit and Sound Transit to improve transit services and facilities.

Elements that are being planned and/or being implemented include:

1. High occupancy vehicle lanes (☐ N/A)
 - There are currently high occupancy vehicle lanes in the City of Shoreline only on Interstate 5. The City has no plans to construct high occupancy vehicle lanes on any of its streets at this time.
2. Transit services (☐ N/A)
 - As part of the Transit Now package, Metro plans to improve its non-fixed route services to areas not easily served by traditional transit, including providing incentives to promote the expansion of VanPool, VanShare and Ridematch programs.
 - Increases to a.m. peak service along Route 331, which serves CRISTA, Washington State Department of Transportation and Shoreline Community College, are planned, however, it is unlikely that it will be implemented within the CTR planning timeline. These services are planned as part of improvements to transit services associated with the Transit Now package.
 - Bus Rapid Transit (BRT) service is planned for Aurora Avenue North corridor, but it will not begin until approximately 2013.
 - The Transit Now package was passed by King County voters in November 2006 and implementation is still being planned. At this time, Metro does not have defined schedules for implementation of the services listed.
3. Vanpool services and vehicles (☐ N/A)
 - The City of Shoreline does not provide direct vanpool services and vehicles. Inquiries about the availability of vanpool services and vehicles are directed to King County Metro and/or Community Transit.
4. Ride matching services (☐ N/A)
 - The City of Shoreline does not provide direct ride matching services. Inquiries about the availability of ride matching services are directed to King County Metro and/or Community Transit.
5. Car sharing services (☐ N/A)
 - The City of Shoreline does not provide direct car sharing services. Inquiries about the availability of car sharing services are directed to Zipcar.
6. Transit facilities (☐ N/A)
 - The City of Shoreline is in the process of planning for and constructing business access – transit (BAT) lanes on Aurora Avenue North. When complete, BAT lanes in Shoreline will extend the entire three mile length of the Aurora Corridor in Shoreline. They will provide continuous lanes dedicated to

IV. DESCRIPTION OF PLANNED LOCAL SERVICES AND STRATEGIES FOR ACHIEVING THE GOALS AND TARGETS

providing service primarily to transit, which will improve speed and reliability for buses. The Aurora Corridor improvement project will also construct sidewalks along both sides of Aurora Avenue North along the entire three mile stretch. In conjunction with Metro, the City will install new bus shelters, including improved lighting. These improvements will create a safer environment for transit users. Improvements to Aurora Avenue North from North 145th Street – North 165th Street are complete and improvements from North 165th Street – North 205th Street are currently in the environmental and design stage, with construction scheduled to begin in mid 2009.

7. Bicycle and sidewalk facilities (☐ N/A)

- The City's current Comprehensive Plan and Transportation Master Plan, both adopted in 2005, include recommended improvements to the City's bicycle and pedestrian facilities and prioritize projects. The City's 2009 – 2014 Capital Improvement Program identifies pedestrian and bicycle improvements including:
 - Improvements to the Aurora Avenue North Corridor
 - Sidewalks – Priority Routes
- The City of Shoreline Transportation Master Plan has adopted sidewalk priority routes. Attachment B shows the location and prioritization of these routes. In 2007, the City constructed walkways on Dayton Avenue North and 25th Avenue NE. In 2008, the City is scheduled to construct walkways on Fremont Avenue North and North 192nd Street.

8. Other (☒ N/A)

C. Marketing and Incentives

The City plans to implement the following programs that will help reduce drive alone trips and vehicle miles traveled.

☒ Employer outreach (☐ N/A)

- As part of the City's regulations adopting a commute trip reduction plan (Shoreline Municipal Code 14.10), employer outreach to employees is identified as one measure to assist affected employers in reaching the employer's and City's Commute Trip Reduction goals. Employer outreach can include transportation fairs, commuter information center, ridematching services, bicycle training program, or a guaranteed ride home program.

☒ Area wide promotions (☐ N/A)

- As part of the City's regulations adopting a commute trip reduction plan (Shoreline Municipal Code 14.10), area wide promotions are identified as one measure to assist affected employers in reaching the employer's and City's Commute Trip Reduction goals. Examples are turnkey campaigns such as Wheel Options, Bike to Work, and rideshare promotions.

IV. DESCRIPTION OF PLANNED LOCAL SERVICES AND STRATEGIES FOR ACHIEVING THE GOALS AND TARGETS

- ☒ Transit pass discounts (☐ N/A)
 - As part of the City's regulations adopting a commute trip reduction plan (Shoreline Municipal Code 14.10), transit pass discounts are identified as one measure to assist affected employers in reaching the employer's and City's Commute Trip Reduction goals.
- ☒ Parking cash-out programs (☐ N/A)
 - As part of the City's regulations adopting a commute trip reduction plan (Shoreline Municipal Code 14.10), parking cash-out programs, such as discounted HOV parking prices are identified as one measure to assist affected employers in reaching the employer's and City's Commute Trip Reduction goals.
- ☒ Carpool subsidies (☐ N/A)
 - As part of the City's regulations adopting a commute trip reduction plan (Shoreline Municipal Code 14.10), carpool subsidies are identified as one measure to assist affected employers in reaching the employer's and City's Commute Trip Reduction goals.
- ☒ Parking charges and discounts (☐ N/A)
 - As part of the City's regulations adopting a commute trip reduction plan (Shoreline Municipal Code 14.10), parking charges and discounts programs, such as discounted HOV parking prices and increase or institution of SOV parking prices, are identified as one measure to assist affected employers in reaching the employer's and City's Commute Trip Reduction goals.
- ☒ Preferential parking (☐ N/A)
 - As part of the City's regulations adopting a commute trip reduction plan (Shoreline Municipal Code 14.10), preferential parking programs are identified as one measure to assist affected employers in reaching the employer's and City's Commute Trip Reduction goals.
- ☒ Flexible work schedules (☐ N/A)
 - As part of the City's regulations adopting a commute trip reduction plan (Shoreline Municipal Code 14.10), flexible work schedules, such as compressed work week, alternative work schedules and telecommuting programs, are identified as one measure to assist affected employers in reaching the employer's and City's Commute Trip Reduction goals.
- ☒ Program to allow employees to work at home or a closer worksite (☐ N/A)
 - As part of the City's regulations adopting a commute trip reduction plan (Shoreline Municipal Code 14.10), programs that permit employees to work at home are identified as one measure to assist affected employers in reaching the employer's and City's Commute Trip Reduction goals.

IV. DESCRIPTION OF PLANNED LOCAL SERVICES AND STRATEGIES FOR ACHIEVING THE GOALS AND TARGETS

- ☒ Individualized marketing programs (☐ N/A)
- As part of the City's regulations adopting a commute trip reduction plan (Shoreline Municipal Code 14.10), individualized marketing programs may be approved as an alternative measure approved by the City Manager designed to facilitate the use of high-occupancy vehicles as one measure to assist affected employers in reaching the employer's and City's Commute Trip Reduction goals.

- ☐ Neighborhood social marketing programs (☒ N/A)

- ☒ Other (☐ N/A)
- As part of the City's regulations adopting a commute trip reduction plan (Shoreline Municipal Code 14.10), a variety of measures are provided to allow employers to create a program that works best for them to assist them in reaching the employer's and City's Commute Trip Reduction goals.

D. Special Programs for Mitigation of Construction Activities (☐ N/A)

The City of Shoreline does not expect to use the CTR program to mitigate the impacts of any construction activities, as planned construction projects are not anticipated to significantly impact CTR affected worksites. Where significant impacts occur, CTR employers will be given notice (i.e. such as sidewalk construction at employer sites and bus stops) by a King County representative.

E. Schedule for Implementing Program Strategies and Services

The City of Shoreline has identified the following schedule for implementing the CTR program strategies and services. The agencies responsible for implementing the strategy or service are also listed.

IV. DESCRIPTION OF PLANNED LOCAL SERVICES AND STRATEGIES FOR ACHIEVING THE GOALS AND TARGETS

Program Strategy or Service	Agency Responsible	Scheduled Date for Implementation
Policies and Regulations CTR Ordinance	City of Shoreline	Present through 2011 August 2008
Services and Facilities	City of Shoreline	Present through 2011
Marketing and Incentive Programs	City of Shoreline CTR affected employers King County Metro	Present through 2011
Construction Mitigation Programs	N/A	N/A

V. REQUIREMENTS FOR MAJOR EMPLOYERS

The purpose of this section is to describe the City of Shoreline's required contributions from major employers.

Required Element	Description
Designate Employee Transportation Coordinator	The Employee Transportation Coordinator is the point of contact between the employer and its workforce to implement, promote and administer the organization's CTR program. He/she is also the point of contact between the employer and the local jurisdiction to track the employer's progress in meeting CTR requirements. Affected employers will be responsible for providing adequate training for the ETC, allow them to attend networking meetings, and provide them with the necessary time to administer the program.
Regular Distribution of Information to Employees	A written summary of employer's commute program plus information about commute alternatives will be distributed annually to all employees and at the time of hire to new employees. Examples of other information that will be distributed throughout the year in print and/or electronically will include: • Description of the employer's commute options program • Transit system maps and schedules • Vanpool rider alerts • Traffic alerts • Wheel Options and other campaign promotional materials
Regular Review of Employee of Commuting and Reporting of Progress	The employer is required to regularly complete the Employer Report and Program Description Form and submit to the local jurisdiction. Every two years, the employer shall conduct a program evaluation to determine worksite progress toward meeting the CTR goals. As part of the program evaluation, the employer shall distribute and collect Commute Trip Reduction Program Employee Questionnaires (surveys) to achieve at least a 70 percent response rate.
Implementation of a Set of Measures	The employer is required to implement a set of measures that are designed to increase the percentage of employees using some or all of the following modes: • Transit • Vanpool • Carpool • Bicycle or walking • Telework • Other non-single occupant vehicle modes

V. REQUIREMENTS FOR MAJOR EMPLOYERS

	If neither SOV nor VMT goals are met, the employer must propose modifications designed to make progress toward the applicable goal in the coming year. Measures to reduce drive alone trips and vehicle miles traveled include, but are not limited to: • Promotional events • Transportation fairs • Commuter information center • Bicycle training program • Provision of preferential parking for carpools and vanpools • Guaranteed ride home program • Telecommuting programs • Pedestrian facilities or improvements • Signage for residential parking zones • Reduction of single-occupancy vehicle parking spaces • Discounted parking charges for high-occupancy vehicles • Provision of commuter ride matching services • Provision of subsidies for transit fares • Transportation vouchers or allowance • Rideshare bonuses • Carpool fuel incentives • Provisions of subsidies for carpooling or vanpooling • Secure bicycle parking facilities, lockers, changing areas, and showers • Establishment of a program of alternative work schedules such as compressed work week schedules • Implementation of other measures designed to facilitate the use of high-occupancy vehicles such as on-site day care facilities and shuttle services
Optional Elements	Description
N/A	N/A

VI. DOCUMENTATION OF CONSULTATION

This section describes the consultation process that was used to develop the City's Commute Trip Reduction plan. The plan was developed in consultation with the following organizations and individuals:

A. Local or County Jurisdiction (☐ N/A)

1. Department of Planning and Community Development (☐ N/A)

Contact: Alicia McIntire

Issues: The Planning and Development Services Department prepared the plan.

2. Department of Public Works (☐ N/A)

Contact: Mark Relph, Public Works Director

Issues:

3. Department of Finance (☐ N/A)

Contact: Debbie Tarry

Issues:

4. Planning Commission (☐ N/A)

Contact: Joe Tovar/Steve Cohn

Issues: The Planning Commission will review the plan at the time of the City's Comprehensive Plan update.

5. City or County Council (☐ N/A)

Contact:

Issues: The Shoreline City Council will authorize final approval of the plan.

B. WSDOT (☒ N/A)

Contact:

Issues:

C. Regional Planning Organization (☐ N/A)

Contact: Puget Sound Regional Council

Issues:

D. Neighboring Local Jurisdictions (☒ N/A)

Contact: City of Edmonds, City of Seattle

Issues:

E. Major Employers (☐ N/A)

Contact: Network meeting 1-18-06; network meeting 11-8-06; network e-mail 4-24-07

Issues: Transit service; rideshare

F. Business Groups (☒ N/A)

Contact:

Issues:

VI. DOCUMENTATION OF CONSULTATION

G. Transit Agencies (☐ N/A)

Contact: Metro Transit, Community Transit

Issues: Metro: Increase in transit services during the a.m. peak period to CTR work sites during the planning period; Lack of interest in providing service to Snohomish County. Community Transit: Lack of interest in providing service to the City of Shoreline beyond the Aurora Village Transit Center; Bus Rapid Transit to be provided along SR 99 in Snohomish County within the planning timeframe.

H. Transportation Management Associations (☒ N/A)

Contact:

Issues:

I. Community Groups (☒ N/A)

Contact:

Issues:

J. Special Interest Groups (☒ N/A)

Contact:

Issues:

K. Individuals (☒ N/A)

Contact:

Issues:

VII. A SUSTAINABLE FINANCIAL PLAN

The City of Shoreline has prepared a financial analysis to identify revenues and expenses that are associated with its Commute Trip Reduction Plan. The following is a description of the available funding sources that the City of Shoreline may use to implement its CTR Plan. After identifying the available funding sources, the City has identified the expenses which include program administration, training, employer assistance, policy and regulation development, promotional activities, transit and ridesharing services, and implementation of supporting facilities.

A. Funding Sources

1. WSDOT CTR grant (☐ N/A)

The WSDOT CTR Grant is the annual allocation that is given to the City of Shoreline to help administer the CTR program. The City has an interlocal agreement with King County Metro to administer its program. Therefore, the funds are directed to King County.

2. Local jurisdiction operating funds and capital investment program funds
(☐ N/A)

The City's capital improvement program includes money for several programs that will help the City achieve its CTR goals. Capital improvement projects that will help the City reach its CTR goals include the Interurban Trail, Sidewalks – Priority Routes, Curb Ramp, Gutter & Sidewalk program and Aurora Avenue North.

3. Federal funds (☐ N/A)

Federal funds have been secured for the Aurora Corridor Improvement Project, including Federal STP (C) funds, Federal STP (U) funds, and Federal SAFETEA-LU funds.

4. Employer contributions (☐ N/A)

Affected employers contribute through administration of their individual programs. However, no funds are directly submitted to the City for CTR program development or administration.

5. Other state funding sources (☐ N/A)

State funds have been secured for the Aurora Corridor Improvement Project, including Nickel Gas Tax funding and New Gas Tax funding.

6. Construction TDM funds (☒ N/A)

VII. A SUSTAINABLE FINANCIAL PLAN

Source of Funding	Responsible Agency	Estimated Revenue FY 2008	Estimated Revenue FY 2009	Estimated Revenue FY 2010	Estimated Revenue FY 2011	Total Estimated Revenue
CTR Grants	WSDOT	\$ 12,097	\$ 12,097	\$ 12,097	\$ 12,097	\$ 48,388
Other State Funds	WSDOT, CTED	\$3 million*	\$9.1 million*	\$50,000	\$50,000	\$12.2 million*
CMAQ Funds	RTPO	\$.00	\$.00	\$.00	\$.00	\$.00
Local Funds from Operating Budgets	Local Jurisdiction	\$.00	\$.00	\$.00	\$.00	\$.00
Capital Investment Program	City of Shoreline	\$2.5 million*	\$3.8 million*	\$342,500*	\$3.7 million*	\$10.3 million*
Transit Revenue	Transit Agency	\$.00	\$1 million*	\$.00	\$.00	\$1 million*
Employer Contributions	TMA or Local Jurisdiction	\$.00	\$.00	\$.00	\$.00	\$.00
Developer Contributions	Local Jurisdiction	\$.00	\$.00	\$.00	\$.00	\$.00
Mitigation Funds for Construction Projects	Local Jurisdiction	\$.00	\$.00	\$.00	\$.00	\$.00
TOTAL		\$12,097.	\$12,097	\$12,097	\$12,097	\$48,388

* Funds listed include those for the entire Aurora Corridor Improvement project 165th – 205th. Revenues associated with facilities designed to improve the success of the City's CTR program, such as sidewalks, BAT lanes and transit shelters, have not been individually estimated at this time.

VII. A SUSTAINABLE FINANCIAL PLAN

B. Program Expenses

1. Administration (☐ N/A)

The City of Shoreline currently has an interlocal agreement with King County Metro to administer its CTR Program. Program administration includes activities such as identifying and notifying affected employers, reviewing employer progress reports, evaluating employer programs, coordination with neighboring jurisdictions and transit agencies, and preparing annual reports on the CTR program.

Agency: City of Shoreline/King County Metro
Responsibility: Administration of CTR Program

2. Facilities (☐ N/A)

Facilities include capital elements that help to reduce the number of drive alone trips. Elements include bicycle lanes, sidewalks, transit signal priority improvements, and bus shelters.

Agency: City of Shoreline/King County Metro/WSDOT
Responsibility: Roadways, bicycle lanes, sidewalks/Bus shelters, transit signal priority improvements/Roadways

3. Services (☐ N/A)

Services include elements that support transit and ridesharing. Elements include transit services, assistance with the formation of vanpools, car sharing and ride matching services.

Agency: City of Shoreline/King County Metro
Responsibility: Shoreline Municipal Code 14.10 provides a variety of measures that allow employers to customize their CTR programs and help the City meet its goals. King County Metro administers the CTR program for the City.

4. Marketing (☐ N/A)

Marketing includes activities that help to promote and increase awareness of commute options among commuters and residents. Activities include the development and distribution of transit and ridesharing information, promotional campaigns, web sites to promote commute options programs, and outreach to employers.

Agency: City of Shoreline/King County Metro
Responsibility: Shoreline Municipal Code 14.10 provides a variety of measures that allow employers to customize their CTR programs and help the City meet its goals. King County Metro administers the CTR program for the City.

5. Incentives (☐ N/A)

Incentives include transit pass discount programs, subsidies for vanpool programs, and other contributions to encourage employers to participate in commute options programs.

Agency: City of Shoreline/King County Metro

VII. A SUSTAINABLE FINANCIAL PLAN

Responsibility: Shoreline Municipal Code 14.10 provides a variety of measures that allow employers to customize their CTR programs and help the City meet its goals. King County Metro administers the CTR program for the City.

6. Training (☐ N/A)

Training includes activities for both employer and local jurisdiction staff. Training may include workshops on various topics to address CTR, attendance at conferences and other training opportunities that will help improve program performance.

Agency: City of Shoreline/King County Metro/Affected Employers

Responsibility: Coordination of training opportunities for affected workplace ETCs and attendance at training sessions by affected workplace ETCs.

Expense	Responsible Party	Estimated Cost FY 2008	Estimated Cost FY 2009	Estimated Cost FY 2010	Estimated Cost FY 2011	Total Estimated Cost
Prepare local CTR plan and ordinance	City of Shoreline	\$2,600	\$0.00	\$0.00	\$0.00	\$2,600
Administer CTR program (contract management, annual reporting, survey process, coordination meetings)	City of Shoreline /King County Metro	\$ 12,097	\$ 12,097	\$ 12,097	\$ 12,097	\$ 48,388
Training	King County Metro	Part of CTR program admin.	Part of CTR program admin.	Part of CTR program admin.	Part of CTR program admin.	Part of CTR program admin.
Conduct employer outreach	N/A	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Implement supporting transit services	King County Metro/ Community Transit/Sound Transit	unavailable on individual jurisdiction basis	\$0.00	\$0.00	\$0.00	\$0.00
Implement supporting transit facilities	City of Shoreline /King County Metro	\$2.7 million*	\$2.5 million*	\$19.9 million*	\$16.6 million*	\$41.7 million*
Implement supporting vanpool services	King County Metro/ Community Transit	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

VII. A SUSTAINABLE FINANCIAL PLAN

Implement bicycle and pedestrian facilities	City of Shoreline	\$1.1 million	\$1.1 million	\$1.1 million	\$1.1 million	\$4.4 million
Offer program incentives	N/A	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Car sharing services	Referred to FlexCar	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Conduct special area wide promotions e.g. Wheel Options; vanpool	King County Metro, Washington State Rideshare Organization	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Prepare updates to Comprehensive Plans	City of Shoreline	\$5,200	\$0.00	\$0.00	\$0.00	\$5,200
Total		\$ 19,897	\$12,097	\$12,097	\$12,097	\$56,188

* Funds listed include those for the entire Aurora Corridor Improvement project 165th – 205th. Expenditures associated with facilities designed to improve the success of the City's CTR program, such as sidewalks, BAT lanes and transit shelters, have not been individually estimated at this time.

C. Financial Gaps

Service or Strategy	Target Market	What Strategy Will Accomplish	Financial Gap	Potential Funding Source
N/A			\$0.00	

VIII. IMPLEMENTATION STRUCTURE

As part of its strategic plan for implementing the Commute Trip Reduction program, the City of Shoreline plans to work in partnership with the transit agencies and neighboring jurisdictions.

Listed below are the organizations that will be involved with the implementation of the City's CTR Plan. Their roles and responsibilities are described as follows:

A. Local Jurisdiction (☐ N/A)

The City of Shoreline is responsible for developing and implementing its CTR plan. The City is responsible for ensuring that its CTR plan is consistent with its comprehensive plans. As part of the CTR plan, the City will set the goals and targets for the affected employers. For CTR program administration, the City will maintain its existing interlocal agreement with King County Metro, who will provide services including employer outreach, program review and annual reporting of employer progress. The City is responsible for ensuring that affected employers are in compliance with the CTR law. Where non-compliance occurs, King County Metro will recommend compliance actions to the City.

Roles

- Act as the City of Shoreline's overall Commute Trip Reduction coordinator

Responsibilities

- Development of the City's CTR plan
- Implementation of the City's CTR plan
- Set goals and targets for affected employers
- Ensure affected employers are in compliance with CTR law (administered through King County)

B. Contractor (☒ N/A)

C. Transit Agency (☐ N/A)

Metro, Community Transit and Sound Transit will be responsible for providing transit and ridesharing services to the major employers. In some cases, they will also conduct employer outreach and be responsible for tracking employer progress.

Roles

- Provide safe, clean, efficient transit service and alternatives to SOV travel for employees traveling to the City of Shoreline.

Responsibilities

- Ensure transit routes provide efficient, reliable service to transit riders.
- Develop and administer a ridesharing program that allows employees to find rides in carpools or vanpools.
- Perform outreach to CTR affected work sites.

D. Transportation Management Association (☒ N/A)

VIII. IMPLEMENTATION STRUCTURE

E. Employer (☐ N/A)

CTR affected employers are responsible for complying with the requirements of the State CTR Law, as well as the City's adopted CTR program. These requirements include designating an employee transportation coordinator, regular distribution of information to employees, regular review of employee commuting and reporting of progress to the City of Shoreline, and implementing a set of measures that will help achieve progress toward meeting goals.

Roles

- Comply with the requirements of the State CTR law and the City's adopted CTR program

Responsibilities

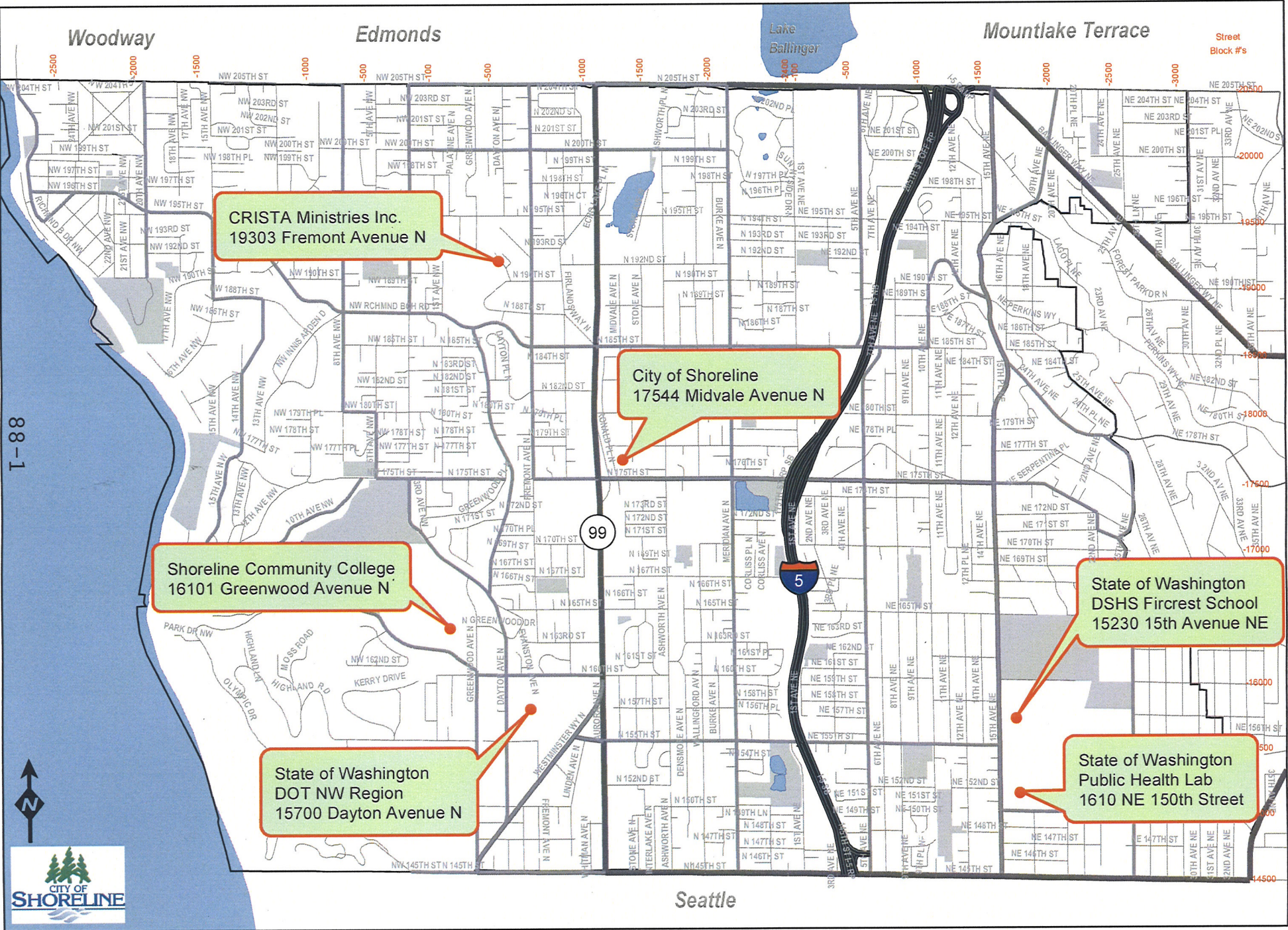
- Designate an employee transportation coordinator
- Regularly distribute information to employees about commuting options
- Perform regular review of employee commuting patterns and report progress to the City of Shoreline
- Implement measures to help achieve progress toward meeting CTR goals.

Based on the strategies and services that were identified in Section IV, the City has identified the different tasks that are part of the CTR program and assigned responsibility to the respective agency that will be performing the tasks. The following table identifies the tasks, assigns responsibility for completing the various tasks and indicates when the task will be completed.

CTR Implementation Plan

Program Strategy or Service	Agency Responsible	Scheduled Date for Implementation
Policies and Regulations	City of Shoreline/King County Metro	December 2007
Services and Facilities	City of Shoreline	Present through 2011 (on-going)
Marketing and Incentive Programs	City of Shoreline/King County Metro/Affected Employers	Present through 2011 (on-going)
Construction Mitigation Programs	N/A	N/A

Attachment A: Location of CTR Work Sites



Attachment B: Sidewalk Priority Routes

