



**Washington State
Department of Transportation**

Commuter Trip Reduction Guidebook

M 3136

2019-2021 Biennium

Public Transportation Division
Public Transportation Programs

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Change log

Date	Chapter	Section	Description
June 2020	-	-	Revision to address new incentives guidance and worksite exemption.

Acronyms and abbreviations

RCW	Revised Code of Washington
WAC	Washington Administrative Code
WSDOT	Washington State Department of Transportation

Introduction

WSDOT developed this guidebook to provide you with a resource for managing state funds for the foundational Commute Trip Reduction Program ([RWC 70.94.534](#) and [Chapter 468-63 WAC](#)), construction traffic mitigation, growth and transportation efficiency centers, and pilot programs.

WSDOT is committed to the success of your commute trip reduction program and the effective management of state funds. As such, it is important that you and WSDOT work from a common set of principles and resources, as outlined in this guidebook.

You may use this guidebook as a reference tool throughout the life of your agreement with WSDOT. This guidebook offers guidance and direction for maintaining compliance with the laws and regulations associated with state commute trip reduction funding.

WSDOT reviews this guidebook at least every two years, and may make interim updates. The most up to date version of the guidebook is at www.wsdot.wa.gov/transit/grants/manage.

This guidebook does not supersede any other local, state or federal agreements. In the event that sections of this guidebook are inconsistent with the terms and conditions of other agreements, you are contractually bound to follow the agreements.

Contact the WSDOT community liaison listed on the front of your agreement for more information on managing commute trip reduction programs.

For general questions regarding commute trip reduction, contact Ricardo Gotla at gotlar@wsdot.wa.gov or 206-716-1114.

Program administration

Commute trip reduction policy guidance

In 1991, the Washington State Legislature passed the [Commute Trip Reduction Act](#), codified in law under [RCW 70.94.521](#) through 555. The law called on many local jurisdictions and employers to undertake efforts to address traffic congestion, air pollution, and fuel consumption.

In 2006, the legislature updated the law with the [Commute Trip Reduction Efficiency Act](#). The update supported increased local authority, customization, and investment. In 2007, the Commute Trip Reduction Board established administrative rules for the foundational Commute Trip Reduction Program under [Chapter 468-63 WAC](#).

The commute trip reduction laws and rules target worksites with 100 or more full-time employees who commute during the morning peak period in the nine most populous counties (urban growth areas) in the state. Worksites develop and manage their own programs based on:

- Transportation demand management strategies identified as having the highest impact for their employees.
- Locally adopted goals for reducing vehicle trips and miles traveled.

More than 1,000 worksites and 550,000 commuters participate in this program statewide.

In 2019, the Transportation Demand Management Technical Committee (acting as and formerly named the Commute Trip Reduction Board) adopted [Expanding Travel Options: Faster, Smarter and More Affordable](#) with a goal to increase the use of high efficiency transportation options for commutes through:

- Streamlining program administration.
- Providing more flexibility.
- Producing more useful transportation behavior data.

To achieve this goal, WSDOT staff has and will continue to work with the Transportation Demand Management Technical Committee to identify ways to streamline the foundational program to ensure the program meets worksites needs for and the intent of commute trip reduction law. Any updates to the rules and law are available as guidance within this guidebook.

Purchasing policies

If you use state commute trip reduction funds for procurement, you must use a competitive procurement process ([RCW 39.26.120](#)). Additionally, your procurement process must be in accordance with your purchasing policies and must follow all applicable state laws.

Use of federal funds

If you receive additional federal funds directly from the federal government or are using state funds as federal match, you must comply with all federal rules and regulations. Contact your community liaison to discuss the process for using state funds as federal match.

If you are found in noncompliance with federal rules and regulations, you must notify WSDOT in writing as soon as possible. Your notification should include details of your noncompliant activities. WSDOT will work with you to determine next steps.

Assignments and subcontracts

Your assignments and subcontracts (third-party contracts) must include certain provisions, as outlined in your agreement.

All third-party contracts, including purchase-of-service contracts, are subject to your competitive procurement requirements.

In Good Standing Policy

WSDOT is responsible for administering grant funds in accordance with state and federal laws and regulations. Additionally, you as a grant recipient and WSDOT are responsible for oversight and accountability that foster transparency and assist in maintaining public confidence.

You must maintain WSDOT's In Good Standing Status to receive grant funds.

Performance requirements for In Good Standing Status

During the course of your project, WSDOT staff will evaluate the following performance requirements for determining your In Good Standing Status:

- 1. Compliance with all contractual obligations and satisfactory progress toward project completion, including:**
 - Staying on schedule without unexplained delays.
 - Performing the exact work described in your transportation demand management implementation agreement scope of work.
 - Maintaining the local match level detailed in the project budget.
- 2. Adequacy of financial records that document and support all grant expenses.**
- 3. Submittal of accurate and timely progress reports and reimbursement requests.**
- 4. Timely compliance with recommended measures for identified deficiencies.**
- 5. Timely and complete responses to any WSDOT communication and requests for information.**

Consequences for noncompliance

If you do not meet performance requirements, you will not maintain In Good Standing Status and can expect one or more consequences from WSDOT, including but not limited to:

- Suspended payment of grant funds.
- Written warning to your grant project manager, organization executives and board of directors that identifies deficiencies, the necessary remedies and a timeline for those corrections.
- Ineligibility for any additional grant funds within either the current biennium or in future biennia.
- Audit of the organization to determine the extent of compliance with contractual obligations.
- Suspension or termination of the grant contract(s) and loss of grant funds.
- Negotiated return or buyout of any grant-funded capital vehicle, equipment purchase or capital construction project.
- Appropriate legal action.

You will receive written notice at least 30 days prior to any of the consequences listed above. Notices will always include an offer to meet with WSDOT prior to the establishment of consequences.

Records

Financial management

WSDOT must comply with financial and administrative policy and procedure requirements outlined by the Washington State Office of Financial Management in the [State Administrative and Accounting Manual](#).

Local governments must collect and report their revenues and expenditures to the Washington State Auditor's Office in the [Budget, Accounting and Reporting System \(RCW 43.09.200\)](#).

As a requirement of receiving state commute trip reduction funds, you must meet all requirements outlined in the [Budget, Accounting and Reporting System manuals](#).

Records retention

You must retain records related to state commute trip reduction funds during the term of your project and for six years thereafter.

You should establish a record retention policy that conforms to audit requirements in [Audits](#). WSDOT expects you to keep project records documenting project activities and costs.

Audits

As a condition of receiving state commute trip reduction funds through WSDOT, you may be required to participate in an audit conducted by the Washington State Auditor's Office. The office typically conducts these audits when it is auditing WSDOT. If you lose your In Good Standing status, WSDOT may conduct an audit of all commute trip reduction programs within your jurisdiction. These audits may be based on, but are not limited to:

- Your project's scope of work and administrative work plan for local commute trip reduction programs.
- Your organization's financial records.
- State and federal laws and regulations referenced in your agreement with WSDOT.

If you hire a subcontractor for services using state commute trip reduction funds, the subcontractor may also be subject to an audit or inspection.

Required local commute trip reduction program submittals

The following information applies to local commute trip reduction programs. Some requirements will differ for other projects and programs funded through a transportation demand management implementation agreement.

What	When
1. Administrative work plan	Fall of first year, prior to submitting first reimbursement request
2. Quarterly progress reports	Quarterly, following execution of agreement
3. Reimbursement requests	At least quarterly for any eligible expenses incurred in that quarter
4. Final progress report	Within 45 days from end of the four year agreement
5. Commute trip reduction performance measurement: survey and program report	As requested by WSDOT within the four-year timeframe indicated in agreement
6. Local/regional four year plan	<i>Exempt for 2019-2023 cycle</i>

1. Administrative work plan

An administrative work plan covering the first two years of the four-year agreement period is a required deliverable of your agreement.

Your administrative work plan describes the strategies you will use to meet biennial targets, budget elements, key deliverables, timelines, expected outcomes, potential issues and risks, and performance measures to determine progress for each strategy. See [Appendix A: Administrative work plan](#) for a template of the work plan.

WSDOT expects you to update the work plan at the beginning of the third year of the agreement period to reflect modified goals and plans.

Change requests

Occasionally, changes to your administrative work plan are necessary.

You cannot change your work plan without written approval from WSDOT. As such, all aspects of your agreement will remain in effect until WSDOT provides written approval of any change. In many cases, changes will require a formal amendment to your agreement.

Change request process

You must submit all change requests via email to your community liaison.

Change request must include:

- Specific information about the proposed change (e.g., scope, deliverables, administrative work plan, budget).
- Reasons for the requested change.

Expected benefits and costs of the change.

Effects of the change for stakeholders.

You may also include information about other alternative changes you considered but did not accept.

Before submitting a change request, WSDOT recommends that you contact, collaborate with, and obtain input from organizations and entities potentially affected by your proposed change. Your community liaison is available to assist you with this process.

2. Quarterly progress reports

You must submit quarterly progress reports within 45 days after the end of a calendar quarter. Your quarterly progress reports must contain the information requested and be in the format in [Appendix B: Quarterly progress report](#).

Your quarterly progress report must include documentation of the work you completed over the previous quarter, along with your proposed efforts for the upcoming quarter.

You should also provide details of commute trip reduction funds used during the next quarter to incentivize behavior change including promotional programs, action plan and desired results.

3. Reimbursement requests

To receive payment for eligible expenses related to your agreement, you must complete a reimbursement request form and have it signed by your financial manager or an authorized representative of your organization.

Email the form to:

- PTDInvoices@wsdot.wa.gov
- cc: community liaison on your agreement
- Along with completed reimbursement request forms, you should submit backup documentation for WSDOT to verify your expenses.

If your reimbursement request form is incomplete or inaccurate, WSDOT will withhold payments until you correct the form and WSDOT approves your corrections.

Additionally, you must submit your quarterly progress reports as support documentation.

You should retain backup documentation for WSDOT to verify expenses, as detailed in [Project record retention and financial management](#).

WSDOT prefers that you submit reimbursement requests quarterly. However, you may submit reimbursement requests as frequently as once per month.

Following your submittal of a reimbursement request, WSDOT may request additional backup documentation to verify certain expenditures.

See [Appendix C: Reimbursement requests](#) for examples of reimbursement request forms and instructions.

Reimbursement requests near end of the state fiscal year

You must submit a reimbursement request or an estimate of charges by July 15 for any expenses incurred in the previous state fiscal year (July 1-June 30) of the term of your agreement.

If you are unable to provide a reimbursement request by July 15, provide an estimate of the charges you will bill so that WSDOT can accrue the expenditures in the proper fiscal period. Any subsequent reimbursement request you submit will be limited to the amount accrued.

Eligible state expenses

Your expenses must be directly related to a local commute trip reduction program and its services and be reasonable in amount to be eligible for reimbursement.

Commute trip reduction subsidies, incentives and rewards

You may use subsidies, incentives, and rewards to promote non-single-occupancy-vehicle modes of travel. [Appendix E: Incentives guidance](#) provides WSDOT's standards for use of state funds for incentives. You and your subcontractors must follow this guidance for the state portion of your funding. You may use private, federal, and local funds to provide subsidies, incentives, and rewards beyond those allowed in WSDOT's standards. If interested, you should explore the policies and guidance associated with these funding sources.

Additionally, [Appendix F: Resources for using incentives](#) provides guidance on the methodology for using incentive money to support behavior change. This resource is a proposed process to guide change in travel behavior. However, your use of incentive money is not limited to this process. WSDOT intends this guidance to allow you the flexibility to use incentive money to support local efforts to change travel behavior within your jurisdiction.

Prior to using incentive money, WSDOT requests that you report the intended use of incentive spending in your quarterly reports. WSDOT will review your quarterly reports and will only provide guidance or request further information if it is required to better understand the intent of your incentive spending.

State agency guaranteed ride home

WSDOT provides reimbursement for expenses incurred for guaranteed rides home available to state-employed commuters assigned to a worksite in Thurston, Pierce, King, Spokane, or Snohomish counties. A guaranteed ride home is available to state-employed commuters who, on a given day, need to leave work due to a personal or family emergency but did not drive themselves to work (i.e., carpooled, vanpooled, rode the bus) ([RCW 43.01.220](#)).

Budget

Your agreement shows the total amount of commute trip reduction funding available for each biennium as state funds. WSDOT encourages you to expend all commute trip reduction funds according to the work plan identified in your agreement. Unspent funds do not carry over into the next biennium.

Matching funds

WSDOT encourages you to use local funds to augment the commute trip reduction funds received from the state. However, this is not a requirement.

4. Final progress report

You must submit a final progress report within 45 days of the end of your four-year agreement. Your final progress report must contain the information requested and be in the format shown in [Appendix D: Final progress report](#).

The purpose of the final progress report is to provide a comprehensive overview of your program's implementation and continuous improvement over the four-year agreement.

5. Commute trip reduction performance measurement

Goals and targets

The commute trip reduction final report must provide performance targets and reporting of performance for the four-year cycle. Reporting targets and performance are necessary to support future program planning.

For questions about performance metrics, the survey or progress report contact your community liaison.

Biennial survey

WSDOT measures the Statewide Commute Trip Reduction Program's performance through surveys of employees at participating worksites.

Most jurisdictions participate in the biennial survey using the state provided survey tool. Some jurisdictions may have received approval from WSDOT to use alternative performance measures. More guidance is at www.wsdot.wa.gov/transit/ctr/surveying-employees

Generally, the following guidelines apply to the biennial survey:

- The two-year survey cycle runs from January 1 on odd years through December 31 on even years. During that time, all currently commute trip reduction-affected worksites must survey their employees and obtain at least a 50 percent response rate for affected employees. For more information, see WSDOT's [Commute Trip Reduction Survey Response Rate Policy](#).
- Worksites should conduct surveys in spring (March 1-May 21) or fall (September 14-November 7). WSDOT does not recommend surveying outside of these periods because holidays and inclement weather can affect survey results. Worksites should also survey at approximately the same time of the year (e.g., March 2018 and March 2020) for data consistency. Finally, worksite surveys should take place during a two-week period (e.g., March 1-March 15), but ideally would only last one week as survey response rates begin to dramatically fall after the first few days. .

- If a worksite does not meet the 50 percent response requirement, the worksite must survey again. The response rate policy is at www.wsdot.wa.gov/sites/default/files/2019/08/30/PT-Guide-CommuteTripReduction-SurveyResponseRatePolicy.pdf.
- WSDOT allows equivalent data for an employee survey. This is when an employer conducts a survey using a tool other than the state-provided commute trip reduction survey tool. The equivalent data needs to be in a very specific format to be acceptable. For more information, see WSDOT's [Commute Trip Reduction Survey Response Rate Policy](#).

For questions about the biennial survey, see WSDOT's [Commute Trip Reduction Survey Frequently Asked Questions](#).

For additional technical questions about commute trip reduction surveys, contact Michael Wandler at wandlem@wsdot.wa.gov or call 206-464-1215.

Program report

Each affected worksite must complete an employer program report during the two-year survey cycle, often in the year the site is not surveying. Some jurisdictions collect this information using the state-provided survey tool, while others collect the information using an alternative format (e.g., SurveyMonkey).

An employee transportation coordinator generally completes the employer program report on behalf of a company. An executive of the employer typically verifies the report.

If you use the state-provided electronic survey tool, WSDOT will receive the program report automatically.

If you collect program report data through an alternative format, send each site's results to CTRSurvey@wsdot.wa.gov.

6. Local/regional four year plan (exempt 2018-2023)

Local and regional jurisdictions must develop comprehensive four-year commute trip reduction plans that establish goals, set targets, and describe their plan for implementing the program over the upcoming four-year period. Jurisdictions develop the plans in consultation with local transit agencies, regional transportation planning organizations, major employers, and other interested parties.

Note: The Transportation Demand Management Technical Committee [exempted jurisdictions](#) from submitting an updated commute trip reduction plan for the 2019-2023 period. The committee has scheduled the next update for fall 2023. WSDOT intends to streamline and simplify this planning process by 2023.

Local plans

WSDOT requires local commute trip reduction plans to ensure that commute trip reduction program goals and targets help jurisdictions achieve their broader transportation and land use goals, and that the jurisdiction, in turn, develops services, regulations, policies and programs that support the trip reduction investments of major employers ([WAC 468-63-040](#)).

At a minimum, your four-year plan must include:

1. Goals for reductions in the proportion of single-occupant vehicle commute trips consistent with the state goals established by the Transportation Demand Management Technical Committee under [RCW 70.94.537](#) and the regional goals established in the regional commute trip reduction plan.
2. A description of the requirements for major public and private sector employers to implement commute trip reduction programs.
3. A commute trip reduction program for employees of the county, city, or town.
4. Means, consistent with rules established by WSDOT, for determining base-year values and progress toward meeting commute trip reduction plan goals.

For questions about developing or updating a local four-year plan, contact your community liaison.

Regional plans

WSDOT requires regional commute trip reduction plans to ensure that regions develop a consistent, integrated regional strategy for meeting commute trip reduction goals and targets. Regions must use existing plan information as much as possible to determine how the commute trip reduction program can help the region achieve its transportation goals ([WAC 468-63-050](#)).

At a minimum, four-year plans for regional planning organizations must include:

5. Regional program goals for commute trip reduction in urban growth areas, and all designated growth and transportation efficiency centers.
6. A description of strategies for achieving the goals.
7. A sustainable financial plan describing projected revenues and expenditures to meet the goals.
8. A description of how the organization will measure progress toward meeting the goals.
9. Minimum criteria for growth and transportation efficiency centers:
 - a. Regional transportation planning organizations must review proposals from local jurisdictions to designate growth and transportation efficiency centers, and must determine whether the proposed growth and transportation efficiency center is consistent with the criteria defined in the regional commute trip reduction plan.
 - b. Growth and transportation efficiency centers certified as consistent with the minimum requirements by the regional transportation planning organization must be identified in subsequent updates of the regional commute trip reduction plan.

For questions about developing or updating a regional four-year plan, contact your community liaison.

Worksite exemptions

Grantees can exempt worksites from participation in the commute trip reduction program if the worksites have special circumstances described in their local ordinances that prohibit them from participation in the program ([RCW 70.94.527 \(1\) and \(9\)](#)).

For grantees that do not have their own exemption process, [Appendix G: Commute Trip Reduction Employer Exemption Form](#) provides jurisdictions with the process and requirements necessary to request an exemption.

Upon review from the Transportation Demand Management Technical Committee, a grantee can exempt the worksite from participation in the commute trip reduction program for the remainder of the biennium. The grantee must reevaluate the worksite during the following biennium to ensure they continue to meet the exemption requirements.

Sample Commute Trip Reduction (CTR) Administrative Work Plan 2019-2023

Guidance on using this sample work plan:

This sample is intended to demonstrate one method for grantees to fill out the work plan, and is provided for guidance purposes only. For instance, this sample adds a third “strategies” column that allows you to identify the elements of your program/project scope. If you would prefer to characterize your work differently, you are welcome to choose different categories and modify the format to better fit with your program needs. Your planned activities should correspond to your grant amount and program size. Your activities in the below categories may vary based on the level of state and local investment in the CTR program. Please contact your community liaison if you have any questions about completing the progress report.

Please note: Even though you may modify the format, you are required to complete all fields of the original work plan.

Organization:

Agreement number:

This work plan is a requirement of your TDM agreement with WSDOT. The information collected will be used for contract management and program planning and development. The work plan must be submitted to and approved by WSDOT before you receive state CTR funds. Only those strategies in an approved work plan will be eligible for reimbursement. Please work with your community liaison to approve any deviations from this work plan to ensure reimbursement.

Describe the major strategies in your **two-year** work plan using the template below. For each categorical strategy, identify the key deliverables and potential issues related to the strategy.

Please include a program calendar to indicate when your organization plans to conduct major activities and deliverables between July 2019 and June 2021. You may use the attached calendar template or your preferred format.

Performance targets (Please use your existing targets if you're not setting new ones for the 2019-2023 biennia):

Vehicle miles travelled (VMT) target:

Non-drive alone target (NDAT):

If you have negotiated flexible standards, please describe them:

Program administration

Strategy	Brief description of activities and outputs	Deliverables
Meet WSDOT, local, and state CTR requirements	Complete WSDOT quarterly reporting and billing to meet state requirements Identify new CTR affected worksites Maintain financial records for WSDOT TDM grant Incentive management and oversight Present to city council (or transit board) to keep them updated on CTR compliance and activities	Eight quarterly reports, final report, and invoices Financial records Incentive distribution which falls within WSDOT incentives guidance
Employer reporting and records	New site, survey, and program reporting notifications within timeframes specified in laws or ordinance Records updated Identify, track, and notify employers of legally required activities Maintain employer information and planning documents to address CTR program requirements Conduct, collect, and analyze quarterly worksite reports	Records of employer compliance with CTR law Worksite reports and other necessary documentation
Program improvements and training	Implement customer research tactics (e.g., surveys, focus groups) to help us better understand the business and transportation needs of CTR-affected employers and their employees in order to improve programs and strategies Attend training conferences or sessions focused on TDM and CTR best practices Actively participate in WSDOT TDM Technical Committee meetings; regional transportation planning organization; TDM meetings; and TDM association events	Program and strategy improvements based on customer feedback

Potential risk

Admin tasks requiring more effort than program implementation, meaning less engagement with worksites and technical assistance and time dedicated to program improvement and new site identification.

Employer program development, engagement, and marketing

Strategy	Brief description of activities and outputs	Deliverables
Affected worksite engagement	Train new ETCs Provide ongoing ETC outreach, consultation, and training Notify new worksites Onboard new worksites ETC newsletter	Increased training for ETCs New CTR-affected worksites successfully identified and on-boarded
Campaigns, events	Employer recognition luncheon (January) Wheel Options (October) Bike expo (April, lead up to bike to work month) Bike to Work Month (May) events/activities Transit Month/Get on Board campaign (June) Create Telework Month Attend wellness fairs, sustainability fairs, and other employee engagement events to promote CTR	Increased employer /ETC awareness about and participation in CTR programs Decrease employee use of SOV to get to and from work
Collateral	Develop new worksite material Update existing material Develop maps for Bike to Work month Develop telework Other events as staff time allows	ETCs have up-to-date and accurate resources to run CTR program Decrease employee use of SOV to get to and from work
Subsidies and incentives	Establish contracts with businesses to provide transit passes to their employees Work with five worksites to institute or increase parking fees Institute a program to subsidize the first three months for new vanpoolers Purchase bike lights as incentives for bike to work day ETCs lunch and learn about telework Make a telework consultant available to ETCs Administer affected worksite Guarantee Ride Home for employees using online trip tracking	Strong employer participation in CTR program and compliance with CTR law

Program measurement and reporting (survey or alternate and employer program reports)

Strategy	Brief description of activities and outputs	Deliverables
Online trip tracking	Track non-drive alone trip usage at CTR-affected worksites	Performance tracked and measured
Customer needs assessments	Quarterly report from ETC, which includes information on progress on CTR program requirements, trip tracking, and requests for assistance	Performance tracked and measured
Survey administration	Survey all 60 CTR worksites this biennium in either the fall or spring survey period Coordinate with WSDOT; follow up with employers; provide technical assistance Review CTR aggregate report for accuracy	All sites have completed the required state survey
Program reports	Require all 60 worksites to submit employer biannual program reports	Completed program reports

Potential risks

Extensive staff time is needed to assist employers with survey and ensure completion. This can lead to work slowdown in other areas of this plan.

State-employee Guaranteed Ride Home program (if applicable)¹

Strategy	Brief description of activities and outputs	Deliverables
Administer program to provide guaranteed transportation in unplanned situations to employees that choose transportation options to driving alone	All eligible employees receive guaranteed ride home when needed	Administer program to provide guaranteed transportation in unplanned situations to employees that choose transportation options to driving alone

Potential risks

There will be trial and error involved in figuring out what activities, events, and promotional material result in behavior change. We will need to tailor for different employers and employees. There will be challenges to figuring out this balance.

¹ Only for Thurston, Pierce, King, Spokane, or Snohomish counties (not including City of Everett).

Program calendar example

This calendar is provided as a sample. You may use this or submit a version that better represents your planning process.

Your calendar is an informational tool for WSDOT staff, and is subject to change as your program develops and adjusts to new circumstances.

Programming	July-Sept 2019	Oct-Dec 2019	Jan-Mar 2020	Apr-Jun 2020	July-Sept 2020	Oct-Dec 2020	Jan-Mar 2021	Apr-June 2021
Program administration	Quarterly reporting and billing ID new worksites	Quarterly reporting and billing ID new worksites	Quarterly reporting and billing ID new worksites	Quarterly reporting and billing ID new worksites	Quarterly reporting and billing ID new worksites	Quarterly reporting and billing ID new worksites	Quarterly reporting and billing ID new worksites	Quarterly reporting and billing ID new worksites
Employer program development, engagement and marketing	Ongoing employer newsletter and 1:1 consultations Car Free Day	Ongoing employer newsletter and 1:1 consultations	Ongoing employer newsletter and 1:1 consultations Bike Month training	Ongoing employer newsletter and 1:1 consultations Bike Expo Bike Month Ride Transit Month	Ongoing employer newsletter and 1:1 consultations Vanpool training Car Free Day	Ongoing employer newsletter and 1:1 consultations ETC holiday networking event Employer Recognition Luncheon	Ongoing employer newsletter and 1:1 consultations Bike Month training	Ongoing employer newsletter and 1:1 consultations Bike Expo Bike Month Ride Transit Month Telework Campaign Pilot
Program measurement and reporting	CTR survey outreach	CTR surveys conducted (50 percent of worksites)	CTR surveys conducted (remaining 50 percent of worksites)	CTR program report outreach	CTR program report outreach	CTR program report outreach	CTR program reports collected	CTR survey outreach
State-worker Guaranteed Ride Home program (if applicable)	Administer program	Administer program	Administer program	Administer program	Administer program	Administer program	Administer program	Administer program

Appendix B Quarterly progress report

Commute Trip Reduction (CTR) Quarterly Progress Report 2019–2023

Agreement no.
Billing quarter
DATE

This Quarterly Progress Report (QPR) is a requirement of the TDM agreement with WSDOT. It is designed to allow for reporting on specific activities detailed in your entity's administrative work plan. Only strategies identified in an approved work plan, and detailed below, will be eligible for reimbursement. Please work with your community liaison to approve any major deviations from this work plan template to ensure reimbursement.

This information will be used:

- For ongoing program improvement.
- To build a library of best practices and resources.
- To include in required legislative reporting.
- To demonstrate compliance with the RCW related to CTR and the WSDOT contract.

1. Program administration

<p>Completed activities and outputs during this quarter</p>	<p>[Examples could include the number of new sites fully on-boarded, customer satisfaction surveys and resulting program improvements, reviewed employer exemption requests, maintained electronic legal files, and so on. Qualitative descriptions, stories, and outcomes are encouraged.]</p>
<p>Did completed activities and outputs differ from the approved administrative work plan?</p>	<p>[Yes/no]</p>
<p>Planned activities and outputs for next quarter</p>	

2. Employer program development, engagement and marketing

<p>Completed activities and outputs during this quarter</p>	<p>[Examples could include number of consultations, communication strategy, number of training events, event descriptions, attendance at events, tools or resources developed for ETCs, number of promotional campaigns shared with customers, number of promotional events coordinated, number of employer or employee participants in promotional events, number or content of mailers sent, and so on. Qualitative descriptions, stories, and outcomes are encouraged.]</p>
<p>Did completed activities and outputs differ from the approved administrative work plan?</p>	<p>[Yes/no]</p>
<p>Planned activities and outputs for next quarter</p>	

3. Program measurement and reporting (survey or alternate and employer program reports)

<p>Completed activities and outputs during this quarter</p>	<p>[Qualitative or quantitative description of your program measurement and reporting efforts. Examples could include percentage of surveys successfully completed, barriers encountered and strategies to encourage participation, the number of completed program reports, major learning outcomes from the program reports, and so on.]</p>
<p>Did completed activities and outputs differ from the approved administrative work plan?</p>	<p>[Yes/no]</p>
<p>Planned activities and outputs for next quarter</p>	

4. State-employee Guaranteed Ride Home program (if applicable)¹

Completed activities and outputs during this quarter	[Examples could include things like the number of rides provided, percentage of ride requests fulfilled, customer satisfaction surveys, and so on]
Did completed activities and outputs differ from the approved administrative work plan?	[Yes/no]
Planned activities and outputs for next quarter	

5. Incentives Reporting

Describe TDM incentives, rewards or prizes purchased during the previous quarter.	
Report how activities/spending contribute to a change in travel behavior?	
Did incentive spending differ from what was documented in the approved administrative work plan? If so, why, and how does actual spending result in behavior change as opposed to proposed activities?	

6. Describe any planned purchases of TDM incentives, rewards, or prizes for the upcoming quarter.

7. To which categories above did you devote most of your efforts? Why?

¹¹ Only for Thurston, Pierce, King, Spokane, or Snohomish counties (not including City of Everett).

Optional questions*:

- 8. Please describe issues, risks, or challenges and their resolutions during this quarter.**
- 9. Please use this space to provide an employer/ETC success story.**
- 10. Share a TDM lesson-learned through the implementation of this program this quarter.**
- 11. Describe how you collect customer feedback and utilize it for program improvements.**
- 12. Describe how you or your program have engaged with other local and/or regional programs and efforts this quarter.**

** These optional questions may be required on the final progress report at the end of the four-year agreement, so please consider collecting this information as it arises.*

Appendix C Reimbursement requests



Public Transportation Division TDM Implementation Reimbursement Request

Email a scan of the signed original to
PTDinvoices@wsdot.wa.gov and Cc to the assigned
Community Liaison
Subject: 0 #NA 0

Name: _____
Address: _____
City/State/
Zip: _____

Vendor ID: _____
Agmt Number: _____
Billing Period: _____
Invoice Date: _____
Invoice #: #NA 0

Activity	Current Eligible Expenditures	Local Match (if applicable)	Amount Requested
Administrative Workplan Implementation			\$ -
State Agency Emergency Ride Home (if applicable)			\$ -
Total	\$ -	\$ -	\$ -

I hereby certify that the costs shown on this invoice reflect the true and actual costs incurred against this Agreement.

Signature Date
Type Signatory's Name & Title

FOR WSDOT USE ONLY

Job Number	Sub Obj	Net Amount
	NZ13	\$ -
	NZ13	\$ -

Reviewed by: _____
Community Liaison Date

Approved by: _____
Business Services Staff Date

Instructions for TDM / CMAQ Grant Reimbursement Requests

Reimbursement Requests forms are to be submitted electronically via email to:

- PTDInvoices@wsdot.wa.gov
- Community Liaison
- Subject Line on email: as shown on the Reimbursement Requests form

- 1) Reimbursement Request form for implementation grants may be submitted monthly or quarterly.
- 2) Follow the steps below. Please advise if changes are needed.
 - a. **Vendor or Claimant:** Agency's name and address where you want the payment to be sent.
 - b. **Federal I.D. Number or Social Security Number:** Statewide Vendor Number or your Federal Tax ID Number. If you do not have a statewide vendor number, please contact us and a form will be sent to
 - c. **Signature Block:** Your Reimbursement Request must be signed and dated.
 - d. **Current Expenditures/local match:** Enter current expenditures and local match (if applicable) into the applicable fields.
 - e. **Agreement:** WSDOT will fill in the agreement number. That number should match the number on your grant agreement from WSDOT.
 - f. **Billing Period:** From the drop-down list, select the time period covered by your reimbursement request.
 - g. **Invoice Number:** This field auto-populates based on the information provided above. This is the number we will use to track your reimbursement request in our system.

Backup Documentation

Supporting documentation should be kept on file in your office.

- 1) Scan the completed and signed reimbursement request and email it to: PTDInvoices@wsdot.wa.gov and to your Community Liaison.
- 2) In the subject line of the email, use the "**Subject**" text as it appears on your reimbursement request (Row 25, Columns F-P).

Appendix D Final progress report

The final progress report template will be provided by July 1, 2022.

Appendix E Incentives guidance

This guidance establishes standards for grantee's use of state funds administered by WSDOT Public Transportation Division to promote non-single-occupancy-vehicle modes of travel.

This guidance allows grantees the flexibility to identify and implement incentives strategies that align with local needs and conditions. Incentives must be used to encourage change in traveler behavior. (See the Transportation Demand Management Implementation Agreement Guidebook section *Resources for Use of Incentives* for incentivizing a shift in traveler behavior). Programs funded by WSDOT must use incentives to optimize transportation infrastructure and travel behavior. Incentives should be used to influence a shift in mode choice, improve travel time, and increase system efficiency.

As a state agency, the Washington State Department of Transportation (WSDOT) is a careful steward of public funds. When using private, federal or local funds alongside WSDOT funds, WSDOT requires the grantees adhere to the specific incentive guidance from these respective funding sources.¹ Grantees must report incentives expenditures as required in WSDOT reporting

¹ Grantees must defer to their internal incentives guidance if more restrictive than WSDOT incentives guidance. In addition, some federal funds such as Congestion Mitigation and Air Quality Improvement Program funds, which are administered by WSDOT, may carry different incentive requirements. In these cases, grantees and WSDOT must defer to federal rules for use of grant funds.

Appendix F Resources for using incentives

WSDOT recommends using the Transtheoretical Model of Change (TTM), also known as “Stages of Change,” to encourage a shift in travel behavior. As applied to [sustainable transportation, the five stages of change](#) (Mundorf, Redding, & Paiva, 2018) are listed below, along with recommended incentives to encourage this change.

Consider working with your organization to develop and approve an internal incentive guidance plan.

1. Pre-contemplation

‘I do not regularly use sustainable modes of transport and do not intend to start within the next six months’.

The focus of interventions at this stage should be primarily on building awareness and normalizing non-drive-alone modes by providing incentives such as:

- Imagery and tools to help individuals visualize their changed life.
- Food at awareness and education events.
- Rewards such as retail gift cards for sustainable transportation users to share their personal testimonies, including positive behavior change stories.
- Educational items that highlight the advantages of the desired behavior and the disadvantages of driving alone (health benefits, environmental benefits, monetary benefits).

2. Contemplation

‘I am thinking about using sustainable transport regularly within the next six months’.

The focus of interventions at this stage should be on helping individuals to visualize the behavior change and set goals with incentives such as:

- Promotional “nudge” materials such as water bottles, tote bags, or wearables.
- Rewards such as retail gift cards or raffle entry for prizes, such as a new bike, to incentivize pledges or public commitments to the behavior change.
- Educational materials about the benefits and/or functional process (i.e., individualized travel route maps). Incentivize the development of wayfinding skills.
- Incentives like rainproof panniers, backpacks or umbrellas provided to sustainable transportation users to encourage them to share their stories and serve as role models or “travel buddies” to new users.
- Food and promotional items like safety gear can be used to encourage attendance at educational events or skill building trainings; trainings should be free to attend.

3. Preparation

‘I plan to use sustainable transportation regularly within the next 30 days’.

The focus of interventions at this stage should be on providing the tools and information that individuals need to actually implement the new behavior, such as:

- Bus passes, rideshare credits, gas cards for carpoolers or vanpoolers.
- Retail gift cards or prizes to reward first time use or early use.

- Safety gear, bicycles or bicycle helmets, walking shoes, rain gear, etc.
- Food and promotional items can be used to encourage attendance at educational events or skill building trainings; trainings should be free to attend.
- Pledge programs that incentivize users to consider barriers they may face in the future (child transportation, rainy days, etc.) and to develop plans for overcoming them.

4. Action

'I use sustainable transportation regularly and have been for less than six months'

The focus of interventions at this stage should be on encouraging individuals to maintain their new behavior by making it easier and more rewarding, with benefits that build or increase over time, such as:

- Multiple raffle entries or points towards prizes that stack with continued use.
- Higher value rewards earned through dedicated and continued use.
- Incentives or rewards for continuing to set new long-term goals.
- Incentivize the development of social support networks (e.g., cycling or car sharing clubs).
- Continue encouraging skill building that will allow users to use increasingly sustainable forms of transportation.
- Develop coping skills such as mature pledge programs that incentivize users to consider barriers they may face in the future (child transportation, rainy days, etc.) and to develop plans for overcoming them.
- Rewards for committing to long term goals.

5. Maintenance

'I use sustainable transportation regularly and have for six months or more'

The focus of interventions at this stage should be encouraging continued use and preventing relapse with incentives such as:

- Transition users from tangible incentives to acknowledgement of health, environmental, and monetary benefits.
- Incentives that encourage these users to share testimonials and serve as role models or "buddies" to new users.
- Leverage normative influence, e.g. boost self-esteem by showing relative behavioral performance compared to others ('you are in the 90th percentile of sustainable transportation usage').
- Reward and incentivize users for overcoming barriers they may face in continuing the behavior in the long term.
- Incentives that allow users to overcome these barriers may include rain gear, discounts for family carpool programs, school pools, bicycle repairs, etc.



Commute Trip Reduction Employer Exemption Form

The Commute Trip Reduction (CTR) Program helps employers around the state address traffic congestion, air pollution, and fuel consumption in their communities through implementation of transportation demand management (TDM) strategies for employees that commute between the hours of 6-9 .a.m.

WSDOT CTR grantees or employers can use this form to exempt worksites that have special circumstances that prohibit them from participating in the CTR Program. The grantee's CTR work plan must provide documentation of these special circumstances (RCW 70.94.527(1) and (9)).

Grantees must present their completed Commute Trip Reduction Employer Exemption Form to the TDM Technical Committee, formerly the CTR Board. The committee will document the exemption, and may provide comments and request additional information to justify the exemption (RCW 70.94.527(9)).

Worksite exemptions are not permanent. Grantees must evaluate and report on the status of exempted worksites in their four-year CTR work plan. The work plan and subsequent quarterly reports must document how the grantee re-purposed CTR funds from the worksite to support TDM (WAC 468-63-070(3)(b)).

Name & Address of Worksite Requesting Exemption
Documentation of special circumstances as described in the grantee's local ordinance that make the worksite not a good fit for the CTR Program.
Plan for re-purposing CTR funds from this worksite to support TDM during the exemption period, not to exceed four years.

Please provide the following documentation:

- Copy of the grantee's CTR ordinance with the criteria and process for issuing a worksite exemption. Please include other pertinent ordinances applicable to this request.
- Letter of support from the worksite and jurisdiction to the agreed terms of the worksite exemption.

DOT Form 510-008
Revised 03/2020