

## 4. Strategies

Strategies for the GTEC plan encompass the full range of aspects that can affect trip reduction: marketing and outreach; plans and policies; and transportation services and infrastructure.

### ***4.1 Marketing, Incentives, and Commute Services to Support Non-Drive-Along Commuting***

#### **Background for GTEC: Recent Downtown TDM Programs and Activities**

The city has applied its resources to TDM efforts since the early 1990s. Over the last several years in particular, TDM initiatives undertaken by the city and its partners have set the stage for the downtown GTEC plan.

***TMA Opportunities Study.*** An underlying need was identified to develop a stronger downtown Transportation Management Association (TMA) to serve as a private sector transportation advocate and resource. In 2005 the city of Bellevue and the Bellevue Downtown Association commissioned a Bellevue TMA Opportunities Study. The purpose was to strengthen and develop a strategic plan for the existing TMA, “TransManage,” which is an arm of the Bellevue Downtown Association. In 2005, the TMA consisted of one staff person administering downtown building Transportation Management Programs. Subsequent to this study, two TransManage staff persons were hired and a three-way “TMA Partnership” created—Bellevue Downtown Association TransManage, the city of Bellevue, and King County Metro Market Development.

***Downtown Market Development Project.*** The Partnership soon embarked on a Downtown Transportation Demand Management Market Development Project. The first step was to better understand the downtown TDM market. A downtown TDM Market Analysis, completed in 2006, helped identify the target audience and where to focus TDM efforts. It found a relatively low awareness of transportation demand management options among smaller employers.

Two additional Market Development Project initiatives were defined to reach this audience and round out the downtown TDM program, and are anticipated to continue into the GTEC time frame:

- A Building Trip Reduction Program, which takes a building-centered approach to reaching small employers, is being scoped and marketed to property managers; and
- *In Motion*, a residential-based trip reduction program, which commenced in fall 2006, is continuing with ongoing incentives and recruiting of residential building “champions.”

***Other TMA Partnership Projects.*** The TMA Partnership also identified the need for a City of Bellevue TDM brand identity and website update (under way by the city in 2007) and a Transit Route Promotion (to be undertaken by King County Metro in 2008). Other work by the city and TransManage will include strengthening reporting of building Transportation Management Program requirements. These activities span the city but also constitute major components of the city’s downtown TDM strategy.

## **GTEC Target Populations**

The Downtown Bellevue GTEC, while addressing the entire downtown, will focus largely on the following populations:

- Employees who commute primarily during peak hours, especially those who work for smaller employers (<100 employees)
- Employers, to assist with setting up and providing commute benefits and as a way to reach employees, especially smaller employers (<100 employees)
- Property Managers, as a conduit for reaching smaller employers and their employees

Smaller employers are prevalent in the downtown—98 percent of downtown employers have fewer than 100 employees, and 90 percent have fewer than 20 employees. The downtown TDM Market Analysis found that smaller employers lack awareness of non-drive-alone transportation options. Employers with fewer than 100 employees are not affected by the state Commute Trip Reduction program, and although some are provided services through their building's Transportation Management Programs, many are not well served or reached by current trip reduction efforts.

Secondary target populations are retail and hospitality employees and residents. The retail and hospitality sectors comprise a significant percentage of downtown employers (30 percent). The GTEC does provide resources for these employees, but fewer than for the primary population audience, since less of their travel occurs at peak hours. Focusing trip reduction efforts on peak-hour trips will achieve more benefit to the transportation system, because this is when travel delay is the greatest. The residential population, while significant and growing, is smaller than the worker population and is thus less of a focus.

## **GTEC Approach**

The GTEC approach has been carefully tailored to the Downtown Bellevue market in order to bring about a successful plan. GTEC Project Team and TMA Partnership members worked to develop a strategy approach that will focus on the target audience and reach secondary audiences as well. For these audiences, members brainstormed and researched ideal ways to (1) provide valuable products and programs; (2) make known available travel options, products and programs; (3) provide incentives to try new products or approaches; and (4) be available for assistance. It was decided to promote these activities to small employers under a portfolio of options with a brand name. The resulting menu of strategies is shown in Tables 4-1 through 4-5.

The existing three-way TMA Partnership framework will continue to operate, since the various partners comprise a beneficial mix of resources. The City of Bellevue commits resources and staff time to trip reduction efforts; TransManage, as a non-government agency, serves as a private sector provider and conduit to promote the benefits of trip reduction; and King County Market Development provides funding (from federal grants) and expertise in products and optimal marketing approaches.

The Partnership's approach continues to be to research and understand the market prior to implementing a strategy or product, and evaluate the effectiveness of strategies and products, so that lessons learned can be applied to new efforts. Therefore, strategies also include research efforts such as focus groups. This approach also means that specific strategies will be selected from the menu of GTEC items and programmed in short-term increments such as six months to one year.

In addition, the downtown-related construction mitigation program for the Washington State Department of Transportation project to widen I-405 from 112<sup>th</sup> Avenue SE to SE 8<sup>th</sup> Street (currently under construction) is a GTEC plan element. These construction mitigation funds are programmed to support the development of GTEC-identified audiences. Mitigation activities in the downtown, implemented by the TMA Partnership, will entail a downtown FlexPass/employer outreach campaign and downtown hospitality employer/employee outreach. The FlexPass/employer outreach campaign focuses efforts on the smaller employers, the major target audience for the GTEC. The hospitality campaign addresses a large population of downtown employers and employees, which is also a target audience for the GTEC. Integrating the I-405 construction mitigation activities into the GTEC plan leverages the I-405 funds to create a viable foundation for the implementation of the full GTEC program.

### **Marketing, Incentive, and Commute Service Strategies**

A comprehensive package of marketing, incentive, and commute service strategies has been assembled for the downtown audience in order to provide services, raise awareness, and make it more economical, more enticing, or easier to try a new mode.

Three key points of emphasis define these strategies. The first is an emphasis on reaching small employers, as justified by the 2006 Downtown Market Analysis. Second, the FlexPass (or comparable future product), described below under *Product Subsidies and Discounts*, is seen as a key product with remaining market potential, especially for small employers. Third, carpooling (and secondarily, vanpooling) will be emphasized as a potentially untapped mode with room for expansion, especially given the possible constraints of transit's ability to absorb a substantial portion of the shift to non-drive-alone modes sought under the GTEC target.

System-wide, the number of peak-hour round trip transit seats available for new commuters to Downtown Bellevue in 2011 has been estimated at approximately 2,300. The GTEC targets reducing approximately 5,000 SOV commuters. Since the current transit system can only accommodate about half of these commuters, many commuters will need to choose a mode other than transit in order for the GTEC goal to be met.

Specific marketing, incentive, and commute service strategies, as well as partner roles and responsibilities, are shown in Tables 4-1 through 4-5. These strategies are categorized into five groups: Product Subsidies and Discounts; Services and Education; Incentives and Awards; Marketing and Promotions; and Market Research. To show that much of this program of strategies has been designed with small employers in mind, strategies that will be promoted heavily to small employers/employees are shaded (note that strategies will be available to all employers and employees regardless of employer size).

***Product Subsidies and Discounts.*** This category contains basic products that support trip reduction efforts to be made available with discounts subsidized by the GTEC. The FlexPass product, in particular, is a key element of the GTEC. The FlexPass is a product available to employers for their employees that provides unlimited rides on Metro bus and Sound Transit. Employers pay based on estimated number of rides taken by their employees. The FlexPass has been shown to increase transit ridership and is offered through the GTEC to employers at a discount level as a cornerstone tool for reducing employees' drive-alone trips. The Home Free Guarantee product is also important for providing assurance to employees that they have a way to travel in case of emergency.

**Table 4-1. Product Subsidies and Discounts**

<b>Strategy</b>	<b>Roles/Stakeholders</b>
<b>*FlexPass Discount Incentive (for employers):</b> Offer a special price on a FlexPass with a greater-than-normal discount for new or all Area FlexPass customers. Provide a discount in both the first and second years. This will result in a more gradual increase in the cost to the employer over the first three years. <i>Note: The FlexPass may be replaced with a comparable product following implementation of the Smart Card fare payment system.</i>	Source of funds: Initially, WSDOT mitigation funds; once this funding stream ends, the cost would be backfilled with GTEC funds. County and TransManage: Administer
<b>Home Free Guarantee:</b> Provide free taxi ride in case of emergency for downtown employees through King County Metro's existing program (pooling the risk). Perhaps have employers contribute a match; assumption is 25%.	County to administer through existing program

\*Note: Shaded strategies will be heavily promoted to small employers and/or their employees as a portfolio of options under a brand name.

**Services and Education.** This category comprises activities the city and its partners will offer in order to assist employers, employees, and property managers navigate the world of non-drive-alone commuting. The 2006 Market Analysis showed that small employer awareness of products, and even of commuting habits of their own employees, was fairly low. Therefore, these strategies are key to raising awareness and assisting the various audiences with services in setting up their programs. In particular, carpool ridematching services (and, secondarily, vanpool) are a cornerstone of the GTEC strategy, which is to promote these modes based on their advantages and room to grow in this market and the limits to how many new riders the transit system can absorb.

**Table 4-2. Services and Education**

<b>Strategy</b>	<b>Roles/Stakeholders</b>
<b>*Rideshare Programs and Services:</b> Focus on implementing RideshareOnline.com ridematching tool for carpool, commuter van, and custom bus services as a daily mode and as a complement to other modes. In addition, for carpools, create a Carpool Management Program to register carpools, track participation, and interact with users.	County: Design and manage Carpool Management Program. Staff for outreach events, program material inventory, signage, and reporting City: Partner advocate TransManage: Local leadership and liaison into employment sites (existing and in development)
<b>*Employer Commute Consulting Services:</b> Provide free commute consulting services for downtown employers with 99 or fewer employees. Tie in with branded portfolio of small employer programs in how the offer is presented. Steps include mailing a letter/ brochure, following up with phone calls, offering to meet, and helping to develop program.	City: Program design, with TransManage input; mailing TransManage: Remainder
<b>*TransManage Storefront/Individualized Commute Planning Services:</b> Set up a storefront at a downtown location near the Transit Center, such as the Rider Services Building. Activities would include pass sales and free personal assistance in commute planning, covering all non-SOV modes, geared toward individual needs.	Promotion and implementation to be done by TransManage.
<b>*Employer/Employee Newsletter:</b> Create and distribute a periodic (such as quarterly) newsletter, electronically and in hard copy, with stories to personalize commute experiences, interviews, promotion information, ridesharing/Flexcar partners sought, etc. Distribute to small employers and their employees downtown.	TransManage to produce; other agencies give input as appropriate.
<b>*Workshops – How to start a commute benefit program:</b> Offer annual free workshop for employers on how to start an employee commute benefit program, timed with annual Employer Commute Consulting Services outreach (described above).	City: Mailing/web/email notices Trans-Manage to conduct workshop
<b>*Workshops – How to get more out of your existing FlexPass:</b> Offer free annual workshop for employers on how to get more out of your existing FlexPass, and what to expect for your renewal.	City: Mailing/web/email notices Trans-Manage to conduct workshop

*Table 4-2. Services and Education (cont.)*

<b>Strategy</b>	<b>Roles/Stakeholders</b>
<b>*Zip Code Workshops/Events:</b> Conduct zip code workshops/events on a quarterly basis, inviting residents of several different zip codes per month. Events would be open to all downtown employees and promoted especially to employees of small employers. Staff will present and explain the various travel options, and individuals can meet others in their zip code in order to find carpooling and vanpooling partners. Could be tied into the small employer portfolio brand.	TransManage to design workshops, with input from County and City. TransManage to conduct workshops.
<b>*Enhanced Flexcar Services:</b> Set up a special “employer matchmaking” program so that employers can get together and pool their resources to pay up-front guarantee required to initiate a Flexcar, thus lowering the cost for each participating employer. Include production of a map showing where within Bellevue Flexcars are located; assess Flexcar locations and work with Flexcar to locate optimally.	Promotion: Ongoing, all agencies, embedded in other promotions List development and maintenance: TransManage Matching Services: Trans-Manage
<b>*Voluntary CTR Site Designation:</b> Allow certain worksites to become voluntary CTR sites. Voluntary CTR employers would become listed with the State as part of the city’s CTR site count. They would take part in surveys, submit program reports and have them reviewed, and be eligible to receive assistance and feedback with planning their commute programs.	Funding: State CTR funds allocated for voluntary sites, backfilled with state GTEC implementation funds as needed. Provide Services: County or TransManage
<b>*Transportation Management Program (TMP) Education:</b> Work with property managers of TMP buildings on an ongoing basis to make them more aware of their TMP activities and the services that the BDA is providing. Communications should include activities they are currently doing, what is required, and what they need to do that they are not doing. The existence of a legal obligation to perform certain activities can help to make them happen, once they are informed. The strategy to update the TMP code will require further interaction to ensure they are meeting their obligations.	TransManage to do hands-on ongoing communication; paid for building with TMP revenues. City to conduct update of TMP code and perform associated communications with property managers.
<b>Telework Assistance:</b> Use recognition as a Bellevue Leaders Telework category to encourage promotion of this option. Webinar orientation and toolkit development.	City: Integrate into brand/ web efforts. County: Mail letters and CTR employer follow-up. TransManage: Non-CTR employer follow-up.
<b>Welcome Activities:</b> Educate residents, employees, and employers about travel options as they move into Bellevue through toolkits and events and materials such as a walking map.	County: Staffing for events, transit and ridesharing collateral, funding City: Contribute collateral, map development, funding TransManage/Bell. Econ. Partnership: Organize and staff events, contribute TransManage event collateral, delivery of packets, fare media sales

\*Note: Shaded strategies will be heavily promoted to small employers and/or their employees as a portfolio of options under a brand name.

***Incentives and Rewards.*** Financial incentives and other rewards are key to making it both economical and enticing for employers and individuals to try something new. There is some overlap with the FlexPass product listed in Table 4-1.

**Table 4-3. Incentives and Rewards**

<b>Strategy</b>	<b>Roles/Stakeholders</b>
<b>*FlexPass Discount Incentive:</b> See Table 4-1.	
<b>*Carpool Incentives:</b> Using the new Carpool Management System tool (described in Table 4-2 under Rideshare Programs and Services), and as part of I-405 mitigation program, offer a financial incentive to participate in a demonstration project and help achieve planned trip reductions on I-405. Additional carpool incentives or encouragement of employers to provide carpool subsidies to continue following I-405 program.	County lead and funding contribution. State - initial funding via I-405 mitigation program. City – Input on program design for continuation following I-405 program.
<b>*Commute Club:</b> Create an online commuter club open to all Downtown residents and employees who state that they currently drive alone. Members log non-SOV commute trips, and when they reach a certain threshold they are eligible to receive a modest prize such as a \$50 gift card. Consider annual re-eligibility.	Promotion & signups: TransManage and City Monitoring of calendars & award distribution: City or County, depending on which agency hosts the commute calendar.
<b>*Individual Parking Cash-Out:</b> Offer parking cash-out to individuals. This strategy would be feasible where tenants pay only for the actual parking spaces they use each month. Employers would be required to enroll in the program prior to their employees being eligible. The program would subsidize a three-month trial period during which an individual would give up their space in return for a transit subsidy and additional cash or gift card incentive. Following the three-month trial period, the employee could choose to permanently give up their parking space in return for a transit pass provided by the employer.	TransManage to promote and sign up individuals. City to handle financial administration.
<b>*Recognition:</b> Provide employer recognition for outstanding trip reduction efforts; potential venue would be to regularly designate an “Employer of the Quarter” in the employer newsletter. Include a small article that tells the employer’s story – what they do, how, and why.	Setup of evaluation criteria: All agencies Implementation: TransManage
<b>In Motion, Phase II:</b> Resident-based trip reduction program offering travel option information and incentives. For Phase II, target new residential units coming on board in 2008-09 and “near-in” residents to downtown	County lead & funding contribution City funding contribution

\*Note: Shaded strategies will be heavily promoted to small employers and/or their employees as a portfolio of options under a brand name.

**Marketing and Promotions.** In order to raise awareness as called for by the Market Analysis, as well as to increase utilization of products and services offered, the following marketing and promotional activities are included in the GTEC.

**Table 4-4. Marketing and Promotions**

<b>Strategy</b>	<b>Roles/Stakeholders</b>
<b>Building-Centered Options:</b> Engage property managers in outreach efforts designed to improve non-drive-alone mode share in their buildings by going above and beyond Transportation Management Program requirements. Tailor incentives according to unique needs of building. Develop relationships with property managers that allow information to be distributed, both electronically and in hard copy, and that allow access/presence in buildings—this program utilizes the property manager as a conduit for communicating with individual tenants and employees in a building.	City-County funding agreement to share costs (30% city, 70% county pass-through federal grant). City agreement with Trans-Manage for labor. TransManage to develop relationships with property managers, communicate with tenants and employees, and enter buildings to perform in-person outreach on an ongoing basis.
<b>FlexPass Mailing/Promotion:</b> Promote Area FlexPass program in Downtown and Greater Bellevue to increase sales and transit/HOV ridership through quarterly mailings, promotion at existing events, and city web integration. (See crossover opportunities with I-405 mitigation incentive programs and small employer workshops.)	City: Contracts County: Staff at events, materials TransManage: Lead for outreach (labor)

**Table 4-4. Marketing and Promotions, cont.**

<b>Strategy</b>	<b>Roles/Stakeholders</b>
<p><b>Transit Promotion:</b> Increase transit ridership on particular routes using a variety of strategies such as:</p> <ul style="list-style-type: none"> <li>• Identifying routes with good ridership potential</li> <li>• Mailing materials to surrounding ridership sheds</li> <li>• Providing incentives such as free ride tickets</li> <li>• Promoting service through employers and other networks</li> <li>• Improving signage along a corridor</li> <li>• Developing maps and/or interactive online tools showing route destinations</li> </ul>	<p>City lead                      County and TransManage: Program development support</p>
<p><b>Communications:</b> Ongoing communication of city's new transportation demand management brand identity and website, developed in 2007. This is a city-wide activity being leveraged as a GTEC tool.</p>	<p>TransManage to perform work under contract with city.</p>
<p><b>Social Marketing:</b> Use social marketing as a methodology in all efforts and develop distinct campaigns as strategies to target audience segments. This is an ongoing concept that is incorporated into other strategies such as the In Motion residential trip reduction program. In addition, this strategy includes the Partners in Transit program, which is a partnership with a member-based organization to launch a member-based drive-less campaign.</p>	<p>City: Integrate into brand/ web efforts                      County: Lead for Partners in Transit</p>
<p><b>I-405 Mitigation:</b> Promotion of TDM programs to mitigate impact of I-405 construction through Bellevue. Specific activities are <b>Downtown Area FlexPass campaign</b> (listed above as separate GTEC strategy) and <b>outreach to workers in the hospitality industry</b>. Other activities: <b>vanpool relocation</b> and <b>neighborhood In Motion</b> (residential trip reduction program).</p>	<p>County lead</p>

**Market Research.** Market research is included in the GTEC in order to ensure that products are suited to the audiences and that strategies continue to reach the appropriate market in an effective way.

**Table 4-5. Market Research**

<b>Strategy</b>	<b>Roles/Stakeholders</b>
<p><b>Expansion of Mode Share Survey:</b> Expand the Mode Share Survey to collect more information from employees of small employers. The online version of the state survey instrument can now be customized. Expand questions in order to better identify levels of awareness, deterrents to non-drive-alone travel, and what would motivate employees of small employers to switch from driving alone.</p>	<p>City-hired consultant to conduct survey</p>
<p><b>Small Employer Focus Groups:</b> Use employer focus groups to test potential product adjustments and messages; monitor success of small employer program.</p>	<p>City lead, consultant                      City and County assist in design                      TransManage: advisory, outreach to participants</p>

## **4.2 Plans Policies, and Regulations**

### **Gaps in Existing Plans and Policies**

Existing city and regional plans provide broad support for transportation demand management in general and the Downtown Bellevue GTEC Plan in particular. For the City of Bellevue, the GTEC is primarily a coordinating tool for activities already supported by the Comprehensive Plan.

The GTEC gap analysis identified a Comprehensive Plan policy gap in Chapter 2, which is repeated below:

*The Transportation Demand Management component of the Comprehensive Plan does not include environmental considerations as one of the purposes of reducing the use of single-occupant vehicles. The Comprehensive Plan does connect transportation demand management with the environment in the Environmental Element, which has a policy for working with the private sector to reduce growth in vehicle trips (Policy EN-79). Therefore, this not a fundamental policy gap but rather a gap in where policy language is placed.*

This GTEC plan recommends that the city align this language during future comprehensive plan updates.

### Related Strategies

This GTEC Plan does include the following strategies that may result in changes or additions to the city's plans, policies, and regulations during the GTEC time frame. These strategies are slated to occur during 2008 (TMP update) and 2009-2010 (parking issues inventory), after which time the city may follow up with consideration of plan, policy, or regulatory changes as appropriate.

**Table 4-6. Plan, Policy, and Regulation Strategies**

<i>Strategy</i>	<i>Roles/Stakeholders</i>
<b>Parking Issues Inventory:</b> Catalog issues and barriers related to parking for non-drive-alone commuters.	City lead, consultant
<b>Transportation Management Program (TMP) Update:</b> Improve collection of required building TMP reports; revisit the city's TMP code. This revision will likely consider the provision of bicycle amenities.	City lead; BDA support, outreach

## 4.3 Services and Facilities

### Transportation Infrastructure Improvements

The city's six-year funded 2007-2013 Capital Investment Program contains the following pedestrian and bicycle infrastructure projects serving the downtown that will be completed or under way during the GTEC time frame.

- **PW-R-133, Northup Way – 120<sup>th</sup> to 124<sup>th</sup> Avenues NE** – Complete portions of curb/gutter/sidewalk where missing as part of roadway widening project. (Anticipated completion: 2011.)
- **PW-W/B-71, 108<sup>th</sup> Avenue SE/Bellevue Way to I-90** – Add five-foot bike lanes on both sides and curb, gutter and six-foot sidewalk on one side where missing. (Anticipated completion: 2012.)
- **PW-W/B-73, NE 8<sup>th</sup> Street/Lake Washington Blvd to 96<sup>th</sup> Ave NE** – Design and construct curb, gutter, five-foot sidewalk, and three-foot planter strip where missing on the north side, bus pads, and an updated signal system at NE 8<sup>th</sup>/92<sup>nd</sup>. (Anticipated completion: 2013.)

To address needed pedestrian and bicycle facilities, loading/unloading facilities (to support carpooling and vanpooling), and issues regarding pedestrian wait times at signals, staff will work

within city Transportation or Planning and Community Development Departments; work through the city's Capital Investment Program; or seek outside funding as appropriate.

In addition, the city will continue to provide pedestrian and bicycle improvements via roadway and developer construction projects. For example, the roadway project on NE 8<sup>th</sup> Street from 106<sup>th</sup> to 108<sup>th</sup> Avenues NE, currently under design, will include sidewalk improvements when completed. The full pedestrian facility meeting arterial standards will be completed when the block is developed, likely to be after the GTEC time frame. The NE 2<sup>nd</sup> Street project from Bellevue Way to 112<sup>th</sup> Avenue NE, currently under pre-design, will include pedestrian enhancements. The Great Streets conceptual design plan under way will reinforce desired identities of particular streets, leading to more aesthetically pleasing and pedestrian-friendly corridors. Public art and wayfinding efforts are currently under way in the downtown to help add interest and legibility to walkways, and unbuilt sidewalks will be completed as developer or roadway improvements are done.

### Transit Service and Infrastructure Improvements

- An estimated 2,300 peak-hour round trip seats are available for new downtown riders through 2011, based on analysis performed by the city for the Downtown Bellevue GTEC. This is only about half of the 5,000 commuters that are targeted to shift from driving alone in this GTEC plan (see Chapter 3). As an ongoing staff activity, the city will continue to work in close coordination with transit providers to monitor and evaluate service adequacy; identify new routes or route modifications needed; and generally advocate for sufficient transit service to meet the needs of the downtown GTEC. The city will also work with the Washington State Department of Transportation to advocate for HOV facilities on the state system.
- The city has programmed \$1 million in its Six-Year Capital Investment Program to identify ways to provide downtown transit circulation, and fund a downtown circulator as a standalone service. A potential alternative, if a dedicated circulator fails to pencil out, would be changes to existing bus routes to provide more comprehensive transit circulation in the downtown. Pending a positive decision from Council, the city intends to apply for Service Partnership funding in fall 2007 under King County Metro's Transit Now measure, approved by voters in November 2006. The \$1 million in city funds would provide a one-third local match for the Partnership funds.

### 4.4 Timing Plan for Strategies

Table 4-7 shows a plan for when the Downtown Bellevue GTEC strategies would occur.

*Table 4-7. Timing Plan for Strategies*

<i>Strategy Category</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>
Product Subsidies and Discounts	FlexPass Discount Incentive	FlexPass Discount Incentive	FlexPass Discount Incentive	FlexPass Discount Incentive
	Home-Free Guarantee	Home-Free Guarantee	Home-Free Guarantee	Home-Free Guarantee

*Table 4-7. Timing Plan for Strategies, cont.*

<b>Strategy Category</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Services and Education	Rideshare Programs	Rideshare Programs	Rideshare Programs	Rideshare Programs
	Commute Consulting Services	Commute Consulting Services	Commute Consulting Services	Commute Consulting Services
	Storefront	Storefront	Storefront	Storefront
	Newsletter (est. Quarterly)	Newsletter (est. Quarterly)	Newsletter (est. Quarterly)	Newsletter (est. Quarterly)
	Workshops (est. Annually)	Workshops (est. Annually)	Workshops (est. Annually)	Workshops (est. Annually)
	Zip Code Events	Zip Code Events	Zip Code Events	Zip Code Events
	Enhanced Flexcar Services	Enhanced Flexcar Services	Enhanced Flexcar Services	Enhanced Flexcar Services
	Welcome Activities	Telework	Telework	Telework
	Voluntary CTR Site Designation	Welcome Activities	Welcome Activities	Welcome Activities
TMP Education	Voluntary CTR Site Designation	Voluntary CTR Site Designation	Voluntary CTR Site Designation	
		TMP Education	TMP Education	TMP Education
Incentives and Rewards	FlexPass Discount Incentive	FlexPass Discount Incentive	FlexPass Discount Incentive	FlexPass Discount Incentive
	Carpool Incentives	Carpool Incentives	Carpool Incentives	Carpool Incentives
	Recognition (Newsletter)	Commute Club	Commute Club	Commute Club
	In Motion Residential Trip Reduction Program	Individual Parking Cash-Out	Individual Parking Cash-Out	Individual Parking Cash-Out
		Recognition (Newsletter)	Recognition (Newsletter)	Recognition (Newsletter)
		In Motion Residential Trip Reduction Program		

*Table 4-7. Timing Plan for Strategies, cont.*

<b>Strategy Category</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Marketing and Promotions	Building-Centered Options  FlexPass Mailing/Promotion (est. Quarterly)  Transit Promotion  Communications - Launch of new city brand/website for transportation demand management  I-405 Mitigation	Building-Centered Options  FlexPass Mailing/Promotion (est. Quarterly)	Building-Centered Options  FlexPass Mailing/Promotion (est. Quarterly)  Social Marketing – Partners in Transit	Building-Centered Options  FlexPass Mailing/Promotion (est. Quarterly)  Social Marketing – Partners in Transit
Market Research	Expansion of Mode Share Survey	Small Employer Focus Groups		Expansion of Mode Share Survey  Small Employer Focus Groups
Plan, Policy and Regulation Strategies	TMP Update	Parking Issues Inventory	Parking Issues Inventory	