



**Washington State  
Department of Transportation**

---

# **Transportation Demand Management Implementation Agreement Guidebook**

M 3136

2019-21 Biennium

**Public Transportation Division**  
Public Transportation Programs

## **Americans with Disabilities Act (ADA) Information**

Materials can be made available in an alternate format by emailing the WSDOT Diversity/ADA Affairs Team at [wsdotada@wsdot.wa.gov](mailto:wsdotada@wsdot.wa.gov) or by calling toll free, 855-362-4ADA (4232). Persons who are deaf or hard of hearing may make a request by calling the Washington State Relay at 711.

## **Title VI Notice to the Public**

It is Washington State Department of Transportation (WSDOT) policy to ensure no person shall, on the grounds of race, color, national origin, or sex, as provided by Title VI of the Civil Rights Act of 1964, be excluded from participation in, be denied the benefits of, or be otherwise discriminated against under any of its federally funded programs and activities. Any person who believes his/her Title VI protection has been violated may file a complaint with WSDOT's Office of Equal Opportunity (OEO). For Title VI complaint forms and advice, please contact OEO's Title VI Coordinator at 360-705-7082 or 509-324-6018.

To get the latest information on WSDOT publications, sign up for individual email updates at [www.wsdot.wa.gov/publications/manuals](http://www.wsdot.wa.gov/publications/manuals).

# Contents

---

Acronyms and abbreviations .....	4
Websites featured .....	5
Introduction .....	6
About this guidebook .....	6
About the transportation demand management implementation agreement .....	6
General requirements .....	7
Purchasing policies .....	7
Use of federal funds .....	7
Assignments and subcontracts .....	7
In Good Standing Policy .....	7
Performance requirements for In Good Standing status .....	8
Consequences for noncompliance .....	8
Records .....	9
Project records retention and financial management .....	9
Audits .....	9
Required local commute trip reduction program submittals to WSDOT .....	10
Appendix A   Administrative Work Plan .....	16
Appendix B   Quarterly progress report .....	21
Appendix C   Reimbursement requests .....	26
Appendix D   Final progress report .....	28
Appendix E   WSDOT transportation demand management incentives guidance .....	29

## Acronyms and abbreviations

CTR	Commuter trip reduction
RCW	Revised Code of Washington
TDM	Transportation demand management
WAC	Washington Administrative Code
WSDOT	Washington State Department of Transportation

## Websites featured

In order of appearance:

WSDOT Public Transportation Division

[www.wsdot.wa.gov/transit/home](http://www.wsdot.wa.gov/transit/home)

RCW 39.26.120

[apps.leg.wa.gov/rcw/default.aspx?cite=39.26.120](http://apps.leg.wa.gov/rcw/default.aspx?cite=39.26.120)

*State Administrative & Accounting Manual*

[ofm.wa.gov/accounting/saam](http://ofm.wa.gov/accounting/saam)

RCW 43.09.200

[app.leg.wa.gov/RCW/default.aspx?cite=43.09.200](http://app.leg.wa.gov/RCW/default.aspx?cite=43.09.200)

Budget, Accounting, and Reporting System Manuals

[scc.wa.gov/bars](http://scc.wa.gov/bars)

RCW 43.01.220

[apps.leg.wa.gov/rcw/default.aspx?cite=43.01.220](http://apps.leg.wa.gov/rcw/default.aspx?cite=43.01.220)

CTR Survey Response Rate Policy

[www.wsdot.wa.gov/sites/default/files/2007/03/05/Survey\\_Response\\_Rate\\_Policy.pdf](http://www.wsdot.wa.gov/sites/default/files/2007/03/05/Survey_Response_Rate_Policy.pdf)

CTR Survey Frequently Asked Questions

[www.wsdot.wa.gov/sites/default/files/2007/03/05/  
PublicTransportationCommuteTripReductionSurveyFAQ.pdf](http://www.wsdot.wa.gov/sites/default/files/2007/03/05/PublicTransportationCommuteTripReductionSurveyFAQ.pdf)

Memorandum: Exempting CTR jurisdictions from CTR Plan update requirements for 2019-2023 cycle

[st1.ning.com/topology/rest/1.0/file/get/1485265006?profile=original](http://st1.ning.com/topology/rest/1.0/file/get/1485265006?profile=original)

RCW 70.94.537

[app.leg.wa.gov/RCW/default.aspx?cite=70.94.537](http://app.leg.wa.gov/RCW/default.aspx?cite=70.94.537)

WAC 468-63-040

[apps.leg.wa.gov/WAC/default.aspx?cite=468-63&full=true#468-63-040](http://apps.leg.wa.gov/WAC/default.aspx?cite=468-63&full=true#468-63-040)

WAC 468-63-050

[apps.leg.wa.gov/WAC/default.aspx?cite=468-63&full=true#468-63-050](http://apps.leg.wa.gov/WAC/default.aspx?cite=468-63&full=true#468-63-050)

## Introduction

### ***About this guidebook***

The purpose of this guidebook is to provide a resource for managing state funds awarded to jurisdictions through WSDOT for transportation demand management (TDM) services. This includes local commute trip reduction (CTR) programs associated with the Statewide Commute Trip Reduction Program. WSDOT is committed to the success of the funded programs and the effective management of state funds. As such, it is important that WSDOT and jurisdictions work from a common set of principles and resources as outlined in this guidebook.

This guidebook may be used as a reference tool throughout the life of a TDM implementation agreement, offering guidance and direction for maintaining compliance with the laws and regulations associated with Washington state public transportation funding.

WSDOT reviews this guidebook every two years, although WSDOT may make interim updates. When WSDOT revises this document, WSDOT will notify organizations with current agreements that an updated version is available at [www.wsdot.wa.gov/transit/home](http://www.wsdot.wa.gov/transit/home).

This guidebook does not supersede any agreement. In the event that any sections of this guide are inconsistent with the specific terms and conditions of an agreement, the agreement is contractually binding and must be followed.

For more information on managing CTR and TDM programs, please contact the WSDOT contact listed on the TDM implementation agreement.

For general questions regarding CTR and TDM, please email Ricardo Gotla at [gotlar@wsdot.wa.gov](mailto:gotlar@wsdot.wa.gov) or call 206-716-1114.

### ***About the transportation demand management implementation agreement***

The TDM implementation agreement is the mechanism used to provide state funds for local jurisdictions to implement demand management projects and programs, including local CTR, Commute Trip Innovation Grants, construction traffic mitigation, Growth and Transportation Efficiency Centers, and pilot programs.

WSDOT expects jurisdictions to carry out projects as described in the TDM implementation agreement and local CTR work plans. To ensure project compliance, jurisdictions should read the entire agreement, understand its clauses and, if necessary, request clarifications regarding the scope of work, administrative work plan and performance measurement requirements, and budget.

## General requirements

### ***Purchasing policies***

Jurisdictions that use state funds for procurement must use a competitive procurement process ([RCW 39.26.120](#)). Additionally, the procurement process must be in accordance with each jurisdiction's purchasing policies and must follow all applicable state laws.

### ***Use of federal funds***

If a local program receives additional federal funds directly from the federal government or is using state funds as federal match, the jurisdiction assumes full responsibility for complying with all federal rules and regulations.

Please contact your assigned WSDOT Community Liaison listed on the TDM agreement to discuss using state funds as federal match.

If the jurisdiction is found in noncompliance with federal rules and regulations, the jurisdiction must notify WSDOT in writing as soon as possible. Notification should include details of the noncompliant activities. WSDOT will work with the jurisdiction to determine next steps.

### ***Assignments and subcontracts***

All assignments and subcontracts (third-party contracts) must include certain provisions as outlined in Section 1.B of the TDM implementation agreement.

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

### ***In Good Standing Policy***

WSDOT's Public Transportation Division is responsible for administering funds in conformity with state and federal laws. To ensure compliance with those laws and commonly recognized best practices for agreement management, WSDOT has implemented an In Good Standing Policy. Therefore, all fund recipients are required to maintain In Good Standing status to receive payments, and to be eligible to receive funds from the Public Transportation Division.

## ***Performance requirements for In Good Standing status***

During the course of the TDM implementation agreement, WSDOT staff will evaluate the following performance requirements:

- Compliance with all agreement obligations and satisfactory progress toward completion of the TDM implementation agreement, which includes:
  - Implementing the approved local CTR administrative work plan.
  - Expending funds on schedule.
- Upon request, provide adequate financial records that document and support all TDM implementation agreement expenses.
- Submittal of complete, accurate and timely quarterly progress reports and reimbursement requests.
- Timely compliance with implementing recommended measures for identified deficiencies.
- Timely and complete responses to any WSDOT requests for information.

## ***Consequences for noncompliance***

Jurisdictions who do not meet performance requirements will not maintain *In Good Standing* status and can expect one or more consequences:

- Suspended payment of state funds.
- Written warning to the jurisdiction and/or implementing organization, local CTR program manager, jurisdiction and/or implementing organization executives and board of directors identifying deficiencies, the necessary remedies, and a timeline for 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 TDM implementation agreement and loss of state funds.

Jurisdictions will receive written notice at least 30 days prior to any of the consequences listed above. The notice may require the jurisdiction take certain actions, including appearing before the TDM Technical Committee (CTR Board) or a hearing. Notices will always include an offer to meet with WSDOT prior to the establishment of consequences.



## Records

### ***Project records retention and financial management***

WSDOT is required to comply with the policy and procedure requirements outlined in the [State Administrative & Accounting Manual](#). In addition, the Washington State Auditor's Office issues accounting and reporting requirements for local governments to collect and report their revenues and expenditures ([RCW 43.09.200](#)). The office carries out these requirements through the Budget, Accounting, and Reporting System. Jurisdictions receiving state funds are required to meet all requirements outlined in the [Budget, Accounting, and Reporting System Manuals](#).

Jurisdictions are required to retain records during the term of the project and for six years thereafter.

All jurisdictions receiving funding from WSDOT should establish a record-retention policy that conforms to the audit review requirements. WSDOT expects jurisdictions to keep project and program records documenting activities and costs.

### ***Audits***

As a condition of receiving state funds through WSDOT, jurisdictions may be required to participate in an audit conducted by the Washington State Auditor's Office. The office typically conducts these audits when WSDOT is under review. However, in cases where a jurisdiction has lost its *In Good Standing* status, WSDOT may conduct a specific audit of all TDM and CTR programs with that jurisdiction.

Audits can be based on, but are not limited to, the following:

- The scope of work and administrative work plan for the local CTR program.
- The jurisdiction's financial records.
- The federal and state laws and regulations referenced in the TDM implementation agreement with WSDOT.

If a jurisdiction hires a subcontractor for services using state funds, the subcontractor may also be subject to an audit or inspection.

## Required local commute trip reduction program submittals to WSDOT

The following information applies to local CTR programs. Some requirements will differ for other TDM projects and programs funded through a TDM 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 TDM implementation 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. CTR Performance Measurement: Biennial Survey and Program Report	As requested by WSDOT within the four-year timeframe indicated in agreement
6. Local/Regional Four Year Plan	<a href="#">Exempt for 2019-2023 cycle</a>

### 1. Administrative work plan

An administrative work plan covering the first two years of the four-year agreement period is a required deliverable. WSDOT expects jurisdictions under contract to update the work plan at the beginning of the third year of the contract period to reflect modified goals and plans.

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

#### Administrative work plan change requests

Occasionally, changes to an administrative work plan are necessary. Substantive changes require prior written approval from WSDOT. All aspects of a TDM implementation agreement will remain in force until WSDOT provides written confirmation of an approved change. In some cases, administrative work plan changes require a formal amendment to the implementation agreement.

#### Change request process

Prior to submitting a formal written request, please contact your assigned WSDOT Community Liaison listed on the TDM implementation agreement to discuss the details of a project change. This person will help you identify whether a formal change request is required. Jurisdictions must request all formal changes in writing to the WSDOT contact listed on the agreement.

A change request must include:

- Specific information about the proposed change (e.g., scope, deliverables, administrative work plan, and/or budget).
- Reasons for the requested change.
- Anticipated outcomes of the proposed change (positive and/or negative), including effects on stakeholders.

Additionally, change requests should include information about other potential solutions that the jurisdiction considered and rejected.

## 2. Quarterly progress reports

Jurisdictions must submit quarterly progress reports within 45 days from the end of the calendar quarter with the information requested and in the format shown in [Appendix B Quarterly progress report](#).

## 3. Reimbursement requests

To receive payment for eligible expenses incurred under the TDM implementation agreement, a jurisdiction must submit a reimbursement request form. The jurisdiction's financial manager or authorized representative must sign the form. Jurisdictions must email the form to:

- [PTDInvoices@wsdot.wa.gov](mailto:PTDInvoices@wsdot.wa.gov)
- cc: the WSDOT Community Liaison listed on the TDM implementation agreement

If the reimbursement request form is incomplete or inaccurate, WSDOT will withhold payments until the form is corrected and approved. Additionally, jurisdictions must submit all required quarterly progress reports as support documentation.

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

Please note that while jurisdictions may submit reimbursement requests as frequently as once per month, WSDOT prefers that jurisdictions submit requests quarterly. Following submittal of a reimbursement request, WSDOT may request additional backup documentation to verify certain expenditures.

Refer to [Appendix C Reimbursement requests](#) for examples of reimbursement request forms and instructions for completing the forms.

### **Reimbursement requests near end of the state fiscal year**

Jurisdictions 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 through June 30) of the term of a TDM implementation agreement.

If a jurisdiction is unable to provide the reimbursement request by July 15, the jurisdiction must provide an estimate of the charges to be billed so that WSDOT may accrue the expenditures in the proper fiscal period. Any subsequent reimbursement request submitted will be limited to the amount accrued. Any payment request received more than 15 days after the end of the term of the TDM implementation agreement will not be eligible for reimbursement.

### **Eligible state expenses**

An expense must be directly related to the local CTR program and its services and be reasonable in amount to be eligible for reimbursement.

Examples of eligible state expenses include, but are not limited to:

- Development of worksite-level CTR programs.
- Purchase of Service Contracts.

- Employee wages and benefits (for jurisdiction under contract or sub-contractor).
- Training and development (for jurisdictions under contract, sub-contractors and employee transportation coordinators).
- Eligible incentives and subsidies for affected employees/employers.
- Marketing.
- Emergency ride home programs for affected employees.
- Small capital purchases.
- Administrative costs associated with conducting the CTR survey.
- Project administrative costs, including software needs.

### **Ineligible state expenses**

- Visa gift cards.
- General retail gift cards.
- Sweepstakes prizes, such as trips.

### **Subsidies, incentives and rewards**

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

### **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 (i.e., carpooled, vanpooled, rode the bus) to work ([RCW 43.01.220](#)).

### **Budget**

The total amount of CTR funding available for each biennium is shown as state funds in the TDM implementation agreement. WSDOT encourages jurisdictions to expend all CTR funds according to the work plan identified in the agreement. Unspent funds do not carry over into the next biennium.

### **Matching funds**

WSDOT encourages, but does not require, jurisdictions to use local funds to augment the CTR funds received from the state.

#### 4. Final progress report

Jurisdictions must submit a final progress report within 45 days from the end of the four-year agreement with the information requested and in the format shown in [Appendix D](#) Final progress report. The purpose of the final progress report is to provide a comprehensive overview of the program's implementation and continuous improvement over the four-year agreement.

#### 5. Commute trip reduction performance measurement

##### Goals and targets

Goals and targets, as defined in the local jurisdiction's four-year CTR plan, are necessary for performance measurement and reporting, to guide program implementation and to support future program planning.

For questions about performance metrics, the survey and program report, please contact the WSDOT Community Liaison listed on the TDM implementation agreement.

##### Biennial survey

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

Most jurisdictions participate in the biennial survey using the state provided survey tool, or have received an approval or exemption to use alternative performance measures.

Generally, the following guidelines apply to the biennial survey:

- The two-year survey cycle runs from January 1st on odd years through December 31st on even years. During that time, all currently CTR-affected worksites must survey their employees and obtain at least a 50 percent response rate for affected employees. For more information, please see the [CTR Survey Response Rate Policy](#).
- Worksites should conduct surveys in spring (from March 1st through May 21st) or fall (September 14th through November 7th). 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 1st to March 15th).
- If a worksite does not meet the 50 percent response requirement, the worksite may request a one-week extension of the survey. However, if after three weeks the worksite has still not achieved a 50 percent response rate, it must survey again.
- WSDOT allows equivalent data for an employee survey. This is when an employer conducts a survey using a tool other than the state-provided CTR survey tool. The equivalent data needs to be in a very specific format to be acceptable. For more information, please see the [CTR Survey Response Rate Policy](#).

For questions about the biennial survey, please see the [CTR Survey Frequently Asked Questions](#).

For additional technical questions regarding CTR surveys, please email Michael Wandler at [wandlem@wsdot.wa.gov](mailto: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 through an alternative format (e.g., Survey Monkey).

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

When requested, employers should submit employer program reports to Michael Wandler at [wandlem@wsdot.wa.gov](mailto:wandlem@wsdot.wa.gov).

## 6. Local/Regional Four Year Plan (Exempt 2018-2023)

Local and regional jurisdictions are required to develop comprehensive four-year CTR plans that establish goals, set targets, and describe their plan for implementing the program over the upcoming four-year period. The four-year plans are developed in consultation with local transit agencies, the applicable regional transportation planning organization, major employers, and other interested parties.

**Note:** The TDM Technical Committee (CTR Board) [exempted jurisdictions](#) from submitting an updated plan for the 2019-2023 period. The next update is scheduled for fall 2023. WSDOT intends to streamline and simplify this planning process between 2018 and 2023.

### Local plans

The state's intent in requiring local CTR plans is to ensure that CTR 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.

At a minimum, a completed four-year plan for a local jurisdiction includes:

1. Goals for reductions in the proportion of single-occupant vehicle commute trips consistent with the state goals established by the commute trip reduction board under [RCW 70.94.537](#) and the regional commute trip reduction plan 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 the department of transportation, for determining base year values and progress toward meeting commute trip reduction plan goals.

Additional language describing the rules for local year plans can be found in [WAC 468-63-040](#).

## Regional plans

The state's intent in requiring regional CTR plans is to ensure that the region develops a consistent, integrated regional strategy for meeting CTR goals and targets. The region shall use existing plan information as much as possible to determine how the CTR program can help the region achieve its transportation goals.

At a minimum, a completed four-year plan for a regional planning organization includes:

1. Regional program goals for commute trip reduction in urban growth areas and all designated growth and transportation efficiency centers.
2. A description of strategies for achieving the goals.
3. A sustainable financial plan describing projected revenues and expenditures to meet the goals.
4. A description of the way in which progress toward meeting the goals will be measured
5. Minimum criteria for growth and transportation efficiency centers:
  - a. Regional transportation planning organizations shall review proposals from local jurisdictions to designate growth and transportation efficiency centers and shall 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 shall be identified in subsequent updates of the regional commute trip reduction plan.

Additional language describing the rules for regional four-year plans are in [WAC 468-63-050](#).

For questions about developing or updating a local/regional four-year plan, please contact your assigned WSDOT Community Liaison.

**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
<b>Meet WSDOT, local, and state CTR requirements</b>	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
<b>Employer reporting and records</b>	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
<b>Program improvements and training</b>	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
<b>Affected worksite engagement</b>	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
<b>Campaigns, events</b>	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
<b>Collateral</b>	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
<b>Subsidies and incentives</b>	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)**

<b>Strategy</b>	<b>Brief description of activities and outputs</b>	<b>Deliverables</b>
<b>Online trip tracking</b>	Track non-drive alone trip usage at CTR-affected worksites	Performance tracked and measured
<b>Customer needs assessments</b>	Quarterly report from ETC, which includes information on progress on CTR program requirements, trip tracking, and requests for assistance	Performance tracked and measured
<b>Survey administration</b>	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
<b>Program reports</b>	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)<sup>1</sup>**

<b>Strategy</b>	<b>Brief description of activities and outputs</b>	<b>Deliverables</b>
<b>Administer program to provide guaranteed transportation in unplanned situations to employees that choose transportation options to driving alone</b>	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.

<sup>1</sup> 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

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

**Guidance on using this sample QPR**

*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 QPR.

---

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**

<b>Strategy</b>	<b>Completed activities and outputs during this quarter</b>	<b>Did completed activities and outputs differ from the approved administrative work plan?</b>	<b>Planned activities and outputs for next quarter</b>
<b>Meet WSDOT and state CTR requirements</b>	Completed WSDOT reporting and invoicing	No	Complete WSDOT reporting and invoicing
<b>Employer reporting and records</b>	Follow up with employers to update employer database, track survey completion dates, other compliance issues, and staff contact information	No	Continue to follow up with employers to update employer database Send out notification letters to new CTR affected worksites
<b>Program improvements and training</b>	Pay Washington State Ridesharing Organization (WSRO) membership Attend regional transportation planning organization TDM meeting	No	Participate in Association of Commuter Transportation webinar about telework Reach out to ETCs about peer-to-peer learning

## 2. Employer program development, engagement and marketing

Strategy	Completed activities and outputs during this quarter	Did completed activities and outputs differ from the approved administrative work plan?	Planned activities and outputs for next quarter
<b>Affected worksite engagement</b>	<p>Provided training to Company X's new ETC staff</p> <p>Provided training to Company ABC's new ETC staff</p> <p>Answered five questions about program compliance and marketing activities from affected employers</p>	Fell behind on ETC newsletter	<p>Continue site visits with ETCs to trouble shoot and answer questions</p> <p>Host ETC roundtable so that ETCs can information share</p> <p>Make-up ETC newsletter</p> <p>Target underperforming sites for one-on-one consultations</p>
<b>Campaigns and events</b>	<p>Bike to Work Month planning:</p> <p>Procure sponsors and loaner bikes for April Bike Expo</p> <p>Develop worksite</p> <p>DIY bike kit program to provide supplies and resources to ETCs to host a Bike to Work Day station at their worksite</p>	No	<p>Hold bike expo event</p> <p>Continue to plan for Bike to Work Month</p>
<b>Collateral</b>	<p>Continue work on a packet of materials for new ETCs</p> <p>Develop flyers, walking maps, emails, and update website in advance of the Bike Expo and Bike to Work Month</p>	Behind on planning for future telework campaign, had hoped to have draft campaign ready to pilot. We may have planned too many events and campaigns for this biennium	<p>Discuss potential promotional material for future Telework Campaign</p> <p>Develop promotional material for Transit Month</p>
<b>Incentives</b>	Purchase bike locks to distribute at Bike to Work Month	Purchased locks instead of bicycle lights, felt locks would be more useful and provide more advertising opportunities	Consult with ETCs to learn what types of incentives are the most effective in ongoing effort to deliver strong CTR/TDM campaigns and outreach

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

Strategy	Completed activities and outputs during this quarter	Did completed activities and outputs differ from the approved administrative work plan?	Planned activities and outputs for next quarter
Online trip tracking	Provide technical assistance and guidance to ETCs about online trip tracking software	No	
Customer needs assessment	No progress this quarter		
Program reports	Conducting outreach about Program Report due date		Continue outreach, begin collecting plans
Survey administration	Consulted with WSDOT data staff about upcoming Spring survey administration window, discussed web interface, timing, and employer follow up if needed.		Administer the CTR survey and begin reviewing results.

**4. State-worker Guaranteed Ride Home program (if applicable)<sup>1</sup>**

Strategy	Completed activities and outputs during this quarter	Did completed activities and outputs differ from the approved administrative work plan?	Planned activities and outputs for next quarter
Administer Guaranteed Ride Home program	Submitted reimbursement for three trips		

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

We plan to purchase bicycle locks to distribute at the kick-off event for Bike to Work Month.

**6. On which categories above did you devote most of your efforts? Why?**

Our energies were primarily focused on employer program development, engagement and marketing due to changeovers in ETC staff at some of our worksites and the need for on-boarding, in addition to scheduled events. We also were approached by a bicycle club about enhancing our bicycle programming and partnering on a DIY bike repair program.

<sup>1</sup> Only for Thurston, Spokane, King, Pierce, and Snohomish Counties (not including City of Everett).



**Optional questions\*:**

**7. Please describe issues, risks, or challenges and their resolutions during this quarter.**

We began to review the CTR employer survey reports from our last survey cycle, and found that the drive alone rate has for several employers has been increasing. However, there has been greater than anticipated reductions in drive-alone rates among other employers, allowing the city to meet our overall goals. We will use the results from the last survey cycle to target underperforming worksites with the greatest potential for trip reductions, and provide additional assistance to help them achieve their network goals.

**8. Please use this space to provide an employer/ETC success story.**

Business ABC showed impressive results reducing drive alone rates. They have a new, motivated ETC on board who has been energetic in getting employees to try new travel options and has integrated this work into the employee wellness campaigns.

**9. Share a TDM lesson-learned through the implementation of this program this quarter.**

We learned through our CTR survey data that walking is a growing trend in City X's neighborhood. We developed employer-based walking maps for this neighborhood as well as an employer walking program handbook. The walking maps will include routes that connect commuters to transit, local areas of interest, wellness walks, and walks for hosting "walking meetings."

**10. Describe how you collect customer feedback and utilize it for program improvements.**

We are reaching out to find out how peer-to-peer learning among CTR employers could help support and motivate ETCs in their efforts to meet CTR goals. What we learn from this engagement should help us in future programming.

**11. Describe how you or your program have engaged with other local and/or regional programs and efforts this quarter.**

The city's CTR program partnered with our public works department to install 7 bike racks near buildings occupied by CTR-affected employers, with funding support leveraged from a grant the city received from WSDOT's pedestrian and bicycle program for corridor improvements along Happy Street.

*\* 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



MINORITY BUSINESSES  
MARK BOX(ES) IF APPROPRIATE

M  %  
W  %  
E  %

## INVOICE VOUCHER

Email a scan of the signed original with supporting documents if required to  
PTDInvoices@wsdot.wa.gov and Cc to the assigned Community Liaison

Subject: 0 0

VENDOR OR CLAIMANT (WARRANT TO BE PAYABLE TO)	<b>VENDOR'S CERTIFICATE.</b> I hereby certify under penalty of perjury that the items and total listed herein are proper charges for materials, merchandise or services furnished to the State of Washington, and that all goods furnished and / or services rendered have been provided without discrimination on the grounds of race, creed, color, national origin, sex or age. BY (SIGNATURE IN INK)	
FEDERAL I.D. NO. OR SOCIAL SECURITY NO. (for reporting personal service contract payments to IRS)	TITLE	DATE

**INSTRUCTIONS TO VENDOR OR CLAIMANT: Show complete detail for each item below.**

DATE	DESCRIPTION	CURRENT EXPENDITURES	
	TDM Implementation/Administration and Employer Support		
	Employer Training/Networking		
	<b>Total Billed This Period</b>	<b>\$0.00</b>	
AGREEMENT	PROGRAM DESCRIPTION	BILLING PERIOD	INVOICE NUMBER
	2017-19 TDM Implementation		0

FOR WSDOT ONLY

ACCOUNTING CLASSIFICATION					
JOB NUMBER	WORK OP	SUB OBJ	ORG NUMBER	NET AMOUNT	VOUCHER #
2P8773-02	0723	NZ13	631020	\$0.00	

Reviewed by Community Date

Approved by Business Date



MINORITY BUSINESSES  
MARK BOX(ES) IF APPROPRIATE

M  %  
W  %  
E  %

## INVOICE VOUCHER

Email a scan of the signed original with supporting documents if required to  
PTDInvoices@wsdot.wa.gov and Cc to the assigned Community Liaison

Subject: 0 0

VENDOR OR CLAIMANT (WARRANT TO BE PAYABLE TO)	<b>VENDOR'S CERTIFICATE.</b> I hereby certify under penalty of perjury that the items and total listed herein are proper charges for materials, merchandise or services furnished to the State of Washington, and that all goods furnished and / or services rendered have been provided without discrimination on the grounds of race, creed, color, national origin, sex or age. BY (SIGNATURE IN INK)	
FEDERAL I.D. NO. OR SOCIAL SECURITY NO. (for reporting personal service contract payments to IRS)	TITLE	DATE

**INSTRUCTIONS TO VENDOR OR CLAIMANT: Show complete detail for each item below.**

DATE	DESCRIPTION	CURRENT EXPENDITURES	
	TDM Implementation/Administration and Employer Support		
	Employer Training/Networking		
	Small State Agency CTR Implementation		
	SAFE Ride		
	<b>Total Billed This Period</b>	<b>\$0.00</b>	
AGREEMENT	PROGRAM DESCRIPTION	BILLING PERIOD	INVOICE NUMBER
	2017-19 TDM Implementation		0

FOR WSDOT ONLY

**ACCOUNTING CLASSIFICATION**

JOB NUMBER	WORK OP	SUB OBJ	ORG NUMBER	NET AMOUNT	VOUCHER #
2P8773-	0723	NZ13	631020	\$0.00	
	0723	NZ13	631020	\$0.00	

Reviewed by Community Date

Approved by Business Date

## Appendix D Final progress report

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

## Appendix E WSDOT transportation demand management incentives guidance

WSDOT recognizes that government must always carefully steward public money and trust. This guidance establishes standards for contractor use of WSDOT-administered funds to promote non-single-occupancy-vehicle modes of travel. Grantees/contractors that receive WSDOT-administered funds are required to follow this guidance.

1. **Any incentives or rewards purchased with WSDOT-administered funds must be consistent with these standards. Incentive or reward expenses inconsistent with these standards will not be reimbursed.**
2. **TDM program-funded incentives and rewards:**
  - Must be earned before they are received, except for programs that provide financial subsidies for efficient trips (subsidized bus passes, carpool parking discounts, etc.).
  - Must directly relate to future non-single-occupancy-vehicle commute/trips and costs. For example, bus-pass and vanpool discounts for future trips, money for employers that purchase efficient commute infrastructure like a new bicycle rack, or carpool/vanpool parking signs.
  - May not include incentives like VISA gift cards; general retail gift cards (e.g., Starbucks or Target); or sweepstakes prizes like trips, fine dining, or electronics. Cash incentives are never permissible. If your organization provides these types of rewards and incentives using non-WSDOT program funds or donations, you may propose the use of state-provided funds for project administration and marketing. If using donation or other-sourced funds for such incentives, the state should not be identified on promotional or outreach materials.
3. **Communicate the personal and lasting benefits people receive when they choose alternatives to driving alone.**

In promotional materials, highlight the personal benefits that everyone receives. If you choose to emphasize incentives or prizes, that message should complement rather than substitute for messaging about the universal benefits.

Personal-benefit examples include: you will improve your health, reduce your stress, save time, save money, help protect air and water quality, reduce greenhouse gas emissions, save money on parking, receive a free or reduced-price transit pass, or park in a vanpool space close to the front door.