

DPD

SDOT

Director's Rule 27-2015

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Object: Transportation Management Programs	Code and Section Reference: Seattle Municipal Code (SMC) Chapters 23.04.040, 23.47A.012, 23.48.011, 23.48.017, 23.49.019, 23.52.008, 23.54.015, 23.54.016, 23.69.030, 23.69.034, 23.69.035, 23.71.018, 23.90, 25.05.675	
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Index: Land Use Codes/Environmental	Approved	Date
	<u>(Signature on file)</u> _____ 10/26/15 Diane M. Sugimura, Director, DPD	
Index: Land Use Codes/Environmental	Approved	Date
	<u>(Signature on file)</u> _____ 10/26/15 Scott Kubly, Director, DOT	

I. Purpose of this Rule

This Rule establishes the responsibilities of property owners, applicants, and proponents of projects (the “applicant”) subject to the Land Use Code or State Environmental Policy Act (“SEPA”) requirements to develop a Transportation Management Program (“TMP”).

This Rule also identifies the ordinance authority and establishes the content, procedures, compliance, and reporting requirements of TMPs.

II. Background: Objective of TMPs and Connection to City Policy Goals

To enable sustainable economic growth, new development may be required to mitigate anticipated transportation or parking impacts by reducing peak-time single-occupant vehicle (“SOV”) trips. Alternative transportation modes to the SOV include transit, bicycling, walking, and high occupant vehicle (“HOV”) trips. Flex-time and telework can also be implemented to eliminate trips or move trips to off-peak periods.

Each approved TMP applies to a specific building or group of buildings. It includes a goal and program elements, to either reduce vehicle trips or parking impacts, or both vehicle trip and parking impacts, of a development for the building’s life-time.

III. Applicability

In general, proposed new developments of 100,000 square feet of gross floor area or greater of commercial, office, or retail uses must complete a TMP. Developments containing different uses or with less than 100,000 square feet of gross floor area may also be subject to a TMP if needed to mitigate impacts identified through SEPA review or through Land Use Code requirements.

IV. Authority

Seattle’s Environmental Policies and Procedures in Seattle Municipal Code (“SMC”) Chapter 25.05, which implement SEPA, authorize the Department of Planning and Development (“DPD”) to grant, condition, or deny land use permit applications that are subject to environmental review. In addition, the Seattle Land Use and Zoning Code (“Title 23 SMC”) contains requirements for certain projects to have a TMP. These include:

- Major Institutions, see SMC 23.69
- Certain SM-zoned areas, see SMC 23.48.017.F;
- Northgate Overlay District, see SMC 23.71; and
- Transportation Impact Mitigation for certain proposals not subject to SEPA environmental review, see SMC 23.52.008.

When a TMP is not required by the Land Use Code, DPD may exercise its discretionary authority to grant a permit subject to TMP conditions. The purpose of these conditions is to mitigate adverse traffic impacts, or parking impacts, or both, identified in the SEPA review or other Land Use Code-required reviews. The published Master Use Permit (MUP) decision or other permit decision will specify the TMP goal. Some decisions may also specify TMP elements, like a minimum transit subsidy or the maximum number of long-term parking spaces. Failure to comply with TMP conditions or to achieve the goals established by the TMP shall be a violation of this rule and the SMC. Violations may

subject the property owner or other responsible party to an enforcement action including civil penalties as provided by the SMC 23.90.018.

V. Coordination with Other Requirements and Processes

DPD and the Seattle Department of Transportation (“SDOT”) coordinate TMP requirements.

SDOT is also responsible for implementing the Washington State Commute Trip Reduction (“CTR”) requirements. Under SMC 25.02, employers with 100 or more employees commuting to a single worksite during the A.M. peak must comply with CTR requirements. Businesses affected by CTR requirements are not exempt from implementing a TMP if they occupy a building subject to TMP requirements. In this case, both CTR and TMP requirements apply.

TMP Elements that provide physical building or frontage improvements (infrastructure) should be coordinated with the City’s Design Review process according to SMC 23.41.

The City will review TMP Elements considering applicable studies and plans, such as the City of Seattle Comprehensive Plan, and adopted modal plans (Bicycle, Pedestrian, and Transit Master Plans).

VI. TMP Process and Responsibilities

Table 1 outlines typical steps and responsibilities associated with all parties’ actions to establish and monitor compliance with the conditions listed in a TMP and the applicant’s responsibility for establishing and maintaining the TMP. Some steps and their related ongoing responsibilities are further discussed in later sections of this rule.

Table 1. Steps for Establishing and Implementing a TMP

Steps	Responsible Party
Prior to Permit Issuance (one-time actions)	
1. Before DPD issues a MUP or other permit for any project requiring a TMP, the property owner shall record an acknowledgment of the permit conditions in the manner prescribed by the City. See Attachment A.	Applicant
2. DPD publishes a Director’s Decision or other permit with conditions requiring a TMP to mitigate traffic and parking impacts. DPD with input from SDOT will specify the TMP goal. See Section VII-A for further guidance on TMP goal structure.	DPD
3. In consultation with the City, the applicant prepares a TMP stating the goal and detailing the elements that will be implemented to achieve the goal. A standard form for the TMP will be provided by DPD. Physical elements required by the Director’s Decision should be both listed in the TMP and included on plans for the project’s building permit. The applicant submits this draft TMP to DPD and SDOT. See Section VII-B for further guidance on TMP elements.	Applicant
4. DPD and SDOT review the draft TMP and building permit plans to determine compliance with the Director’s Decision. The City may request additional elements or modification of proposed elements to determine the TMP goal can be met. Following any necessary revisions, DPD and SDOT will make a decision on the applicant’s TMP.	DPD and SDOT
5. After the TMP has been approved by DPD, the applicant shall record the TMP with King County Records and Elections Division, and submit a copy of the recorded TMP to DPD and SDOT. Typically, the building permit cannot be issued until the TMP is recorded, as provided in the MUP Decision. See Section IX for further guidance on TMP recording requirements.	Applicant
Post-Occupancy (ongoing responsibilities)	
6. The applicant/responsible party shall provide tenants, agents, and representatives with a copy of the TMP as part of leasing documents and building management procedures, and require tenants to comply with its conditions.	Applicant/Responsible Party
7. The City shall establish a reporting schedule, and communicate it to the applicant/responsible party. The applicant/responsible party shall conduct TMP-required surveys and produce regular reports at the applicant’s expense in a manner and form prescribed by the City. See Section X for further guidance on TMP Reporting and Compliance monitoring.	DPD, SDOT and Applicant/Responsible Party

<p>8. SDOT is responsible for monitoring compliance with the TMP requirements established by the Director's Decision. The applicant/responsible party shall facilitate the City's inspections of the site and program materials. See Section X for further guidance on TMP Reporting and Compliance monitoring.</p>	<p>DPD, SDOT and Applicant/Responsible Party</p>
<p>9. If the TMP goal is not being met, DPD may require revisions to the TMP in order to meet the TMP goal. DPD may also pursue enforcement actions as provided by the SMC. Whenever the City requires changes to a TMP the applicant shall: (1) submit a letter acknowledging the changes, (2) record copies of the new documents with the King County Records and Elections Division, and (3) file copies of the letter and revised TMP or Memorandum of Agreement with SDOT and DPD. See Section XI for further guidance on TMP revisions.</p>	<p>DPD, SDOT and Applicant/Responsible Party</p>

VII. TMP Composition

TMPs typically include a SOV goal and a list of program elements to be employed in the building by the owner and tenants to achieve that goal. The applicant/responsible party is expected to implement all program elements that are necessary to meet the TMP goal and have been identified in the recorded TMP.

A. TMP Goal

The City establishes a TMP goal that a building shall meet and maintain for the life of the project to mitigate traffic and parking impacts of the project. Impacts of other planned projects, existing transportation conditions in the vicinity, and TMP goals identified in the Land Use Code where applicable, shall be considered in establishing a goal. A TMP goal is typically a target maximum percentage of regular SOV trips to or from the work-site during the peak period. The goal measures employee, and student trips if relevant.

Additional considerations in setting a TMP SOV goal may include:

- Range of available transportation options in the vicinity;
- Related goals set by the City through the Seattle Department of Transportation's Commute Trip Reduction program;
- SOV goals adopted in the City's Comprehensive Plan; and
- Current SOV rates of nearby TMP conditioned buildings.

B. Program Elements

TMP elements are listed in Table 2 and defined more fully in Section VIII. Further TMP elements not described here may be necessary to meet the TMP goal and are identified on a project-by-project basis through negotiation between the applicant and the City.

All TMP elements, whether listed in this rule or not, must be described in sufficient detail in the approved TMP to define the responsibility of the applicant/responsible party and clarify the intent and exact components of the element.

C. Project-Level Applicability of Program Elements

Table 2 provides a template that categorizes TMP elements as required or recommended for a project. After the TMP is approved, all elements in the TMP become required elements.

- **Required for all projects:** Unless modified in the Director's Decision, these TMP elements shall be included in all TMPs.
- **May be recommended:** These elements may be recommended, based on site-specific conditions and geographic context, to meet the TMP goal. Further guidance about the conditions that may cause an element to be recommended for a particular project is provided in Section VIII.

Table 2. TMP Elements

	TMP Elements	Project-Level Applicability	
		Required for All Projects	Recommended
A. Program Management & Encouragement Activities			
1	Appoint Building Transportation Coordinator (“BTC”)	√	
2	BTC will attend at least 1 training per year	√	
3	Produce and distribute up-to-date commuter information	√	
4	Require all tenants to participate in the TMP	√	
5	Conduct periodic surveys of TMP effectiveness, as established by DPD and SDOT	√	
6	Submit regular reports about TMP elements as required by the City	√	
7	Participate in a Transportation Management Association, where available	√	
8	Participate in transportation promotion and encouragement programs	√	
B. Building and Frontage Features (Physical Improvements)			
9	Install commuter information center in an appropriate and central location	√	
10	Provide bicycle storage and amenities that meet City standards	√	
11	Construct infrastructure improvements that are consistent with the City’s <i>Design Guidelines and Design Review Process</i> , related to the transit, bike and pedestrian environment		√
12	Reduce parking supply below market demand for the type of land use and location		√
13	Provide more bicycle parking than required by code		√

	TMP Elements	Project-Level Applicability	
		Required for All Projects	Recommended
14	Provide on-site commuter shower and locker facility		√
15	Contribute to cost of providing on-site bike share stations		√
C. Parking Management			
16	Charge for parking at or above market rate for the site's vicinity		√
17	Set parking fee structure so that cost-per-hour for short-term parking does not exceed cost-per-hour for long-term parking		√
18	Prohibit price reductions for all-day parking, for example "early bird" specials		√
19	Unbundle parking from building-space leases		√
20	Create flex-use parking passes that provide fewer days of parking than a monthly pass		√
21	Provide free parking for vanpools registered with a public agency		√
22	Provide reserved spaces for registered vanpools in convenient area that has adequate clearance and maneuvering space		√
23	Provide parking discount for carpools		√
24	Designate car share parking, and allow public access where possible		√
25	Participate in e-Park or other low-rate parking programs		√
D. Transit, Carpool & Vanpool Programs			
26	Provide or require tenants to offer transit pass subsidy to employees who work at the site	√	
27	Provide information about ride-match opportunities	√	
28	Offer a guaranteed ride home program	√	
29	Provide subsidy to employees for car-sharing program		√
30	Provide shared vehicle/bicycle fleets for tenant use		√

	TMP Elements	Project-Level Applicability	
		Required for All Projects	Recommended
E. Bicycle/Walking Programs			
31	Offer incentive for commuters who bicycle or walk to work		√
32	Offer programs for bicyclists such as safety training and bicycle maintenance		√
33	Provide or require tenants to offer bike share membership to all employees who work at the site		√
F. Additional Employer-based Incentives for Owner-Occupied Buildings			
34	Offer telecommuting program for employees (used at least once per week)		√
35	Allow flexible working hours		√
36	Provide subscription bus service or shuttle to site		√

VIII. TMP Program Elements: Intended Purpose and Description

The objectives, implementation expectations, and further description of all TMP Elements listed in Table 2 are outlined in this section. All of the elements are aimed at providing building tenants and their employees with incentives to use options other than driving alone to work during peak-periods.

A. Program Management & Encouragement Activities

Communicating effectively to building tenants and implementing encouragement strategies are critical to the success of every TMP. Sharing information is essential in helping individuals know what transportation options are available and how they can use them to influence people's choices about how to travel to and from work, and to conduct workday errands.

1. The Building Transportation Coordinator (BTC) required by the TMP is responsible for sharing commute options information with building tenants, and surveying building occupants and reporting TMP effectiveness to the City. The BTC is a permanent staff position assigned to administer the requirements of the TMP. The BTC should receive support and direction from building management, and attend any training that enables the BTC to carry

out these responsibilities effectively. The BTC must attend at least one formal training annually. The BTC may delegate tasks required to administer the TMP to a third party, such as a Transportation Management Association, but shall remain responsible for coordinating TMP compliance. As part of TMP reporting requirements, the name, phone number, fax number, and email address of the BTC shall be filed with the City and updated if the designated BTC changes.

Applicability: Required for all projects.

2. BTC will attend one training per year. Approved BTC trainings are hosted by SDOT or its agents. Trainings provide BTCs with practical tools to maximize employee, tenant, and management value of on-site and nearby transportation amenities, and to perform effective tenant surveying and TMP effectiveness reporting. See above for further details on the role of a BTC.

Applicability: Required for all projects.

3. Produce and distribute up-to-date commuter information. Information shall include a description of all TMP program elements available to individuals commuting to the building, and how to access them, including:
 - Transportation options available close to the building;
 - Current transportation benefits offered to building tenant employees, such as transportation subsidies;
 - Available HOV programs and discounts;
 - Bicycling amenities; and
 - Other elements of the TMP, as applicable.

Commuter information shall be accessible to all building tenants and their employees at any time through the building website/web-based portal and in paper form. The same information shall also be available in the building's Commuter Information Center (see element B-9). New tenants and new employees of all tenants shall receive commuter information prior to or upon occupancy, as part of the building and employee on-boarding process, and again for a total of twice per year. Published information shall be updated as conditions change, with notification provided to all tenants and their employees. A copy of the current commuter information materials shall be included with the TMP in reports to the City.

Applicability: Required for all projects.

4. Require tenant participation in TMP. The TMP requirements apply to the entire building. Tenants are required to meet the TMP goal and implement the TMP requirements for the life of the project, and should work cooperatively with the BTC so that the building is able to meet these requirements.

Applicability: Required for all projects.

5. Conduct a regular periodic commuter survey. The survey, conducted at least every two years, is used to evaluate whether the building is achieving its TMP goal. The survey shall be conducted at the building owner or responsible party's cost. The survey questionnaire shall be provided by the City. The building owner or responsible party is responsible for distributing the survey to the building tenants. A survey response rate of at least 50% is expected. The City shall process and share the survey results and analysis with the BTC. The City shall evaluate report and survey results to determine if the goal has been achieved, and in what way the responsible party may improve the TMP or other trip reduction programs at the site in order to meet the TMP goal. More frequent reporting may be required for sites that fail to meet the TMP goals.

Applicability: Required for all projects.

6. Submit regular TMP program element reports to the City. The City shall define the reporting period. Each report will describe the current TMP and include copies of TMP program related information distributed at the site during the year immediately preceding the report.

Applicability: Required for all projects.

7. Participate in a Transportation Management Association ("TMA") or similar organization, formed for the purpose of promoting trip reduction and improving transportation choices, where such associations are available. A TMA may provide services that assist the BTC with TMP responsibilities like coordinating tenants' participation, preparing and disseminating commuter information packets, surveying employees and customers, managing transit pass subsidies, and hosting promotional events.

Applicability: Required for all projects in locations where a TMA is active. SDOT maintains a list of active TMAs on its TMP webpage.

8. Participate in promotional programs associated with the City's current CTR programming, which provides additional information or incentives related to alternative modes of travel. The City's CTR program is managed by SDOT.

Applicability: Required for all projects.

B. Building and Frontage Features (Physical Improvements)

Physical improvements enhance tenant access to a full range of transportation options and reduce reliance on SOV travel to and from work. Improvements include amenities that allow for easier use of transportation alternatives, seamlessly connect the building and the public transportation system, and information-sharing amenities.

9. Install a Commuter Information Center (“CIC”) to provide up to date information about the nearby commute options, and a building’s transportation program. A CIC can be a bulletin board or electronic kiosk that is located in a highly-visible and accessible area of a building. The CIC shall include regularly updated information on:
- Nearby travel modes, including schedules for public transportation options that serve the location, including transit, bike share, and car share services;
 - Ride-match programs and services;
 - Location of cycling and pedestrian amenities;
 - Price and availability of HOV parking;
 - Web links to or detailed information of the buildings’ transportation program;
 - Name, telephone number, and office location of the BTC; and
 - Other materials and information that enhances access and mobility to the site.

Applicability: Required for all projects.

10. Provide bicycle storage and associated amenities that meet City standards and that are attractive for tenants to use by being easy to access, protected from the elements, safe to use, and secure from theft. Consider the following:
- Accessibility:
 - Locate bicycle parking so that it is at least as accessible as the most conveniently located vehicle parking (if provided);
 - Provide wayfinding to, and tenant information about, parking location; and
 - Provide parking access that is separate from vehicular entry and egress points.
 - Protection from the elements: covered from weather, on all sides; and
 - Safety:
 - Provide a well-lit parking area and approach;
 - Provide parking in a locked room or cage, or in bike lockers; and
 - Provide a high quality rack type that can be used to effectively lock bicycles to.

Other amenities to encourage bicycle use can include maintenance facilities such as a work bench, tools, air pumps for tires, and a bike share program.

Applicability: Required for all projects.

11. Construct infrastructure improvements that increase pedestrian, bike and transit accessibility. Improvements must be consistent with the Design Review Board recommendations, and approved in the MUP. Potential improvements include but are not limited to the following:
- Enhanced transit shelters

- Integrated shelters as part of building façade;
- Covered passenger waiting areas;
- Benches or lean rails in passenger waiting areas;
- Enhanced sidewalk areas;
- Pedestrian and bicycle connections to transit;
- Safe bicycle access routes;
- Illumination; and
- Wayfinding features, including for bicycle parking, and pedestrian, bike, or transit route access. In neighborhoods where wayfinding master plans have been adopted, signs should be designed to match.

Applicability: These improvements are location-dependent, and based on City Design Review and zoning review processes. For example, buildings that abut roads served by transit or that are in close proximity to Seattle's bicycle or pedestrian network should include appropriate mode-supportive infrastructure. Any site infrastructure associated with the MUP that is meant to achieve the TMP goal should be included in the TMP.

- 12. Reduce vehicle parking supply below market demand** for the type of land use and location, to help achieve TMP goals. TMP elements can reduce the need for parking by reducing demand. Parking supply is a key determinant of whether an employee will drive alone to work; an over-supply of parking may work against achieving a TMP goal.

Applicability: May be recommended to meet TMP goal, particularly for buildings located in high-density areas, or in close proximity to high-frequency transit service, or that are projected to create a high number of recurring trips to the building, or any combination of the above.

- 13. Provide bicycle parking above the amount required by the Land Use Code** to ensure that there is adequate bicycle parking for all tenants who would like to ride their personal bike to work. The applicant may increase the amount of bicycle parking required by the code in order to meet projected demand.

Applicability: May be recommended to meet TMP goal for buildings located in high-density areas, in close proximity to public cycling infrastructure, that plan to rely on cycling to meet non-SOV trip goals, or any combination of the above.

- 14. Provide shower and locker facilities to support tenant's use of active transportation.** Provide at least one shower and changing facility, and at least four mid- to full-size lockers, either for short-term daily storage, long-term overnight storage, or both; for every 50,000 square feet of building floor space. Shower, locker, and changing facility requirements may be met by providing access to shower facilities at an adjacent health club or similar facility within 600 feet of the property. The showers shall meet any applicable requirements specified in the Land Use Code.

Applicability: May be recommended to meet TMP goal, particularly for buildings located close to public cycling infrastructure or buildings over 100,000 square feet.

- 15. Contribute to the cost of providing on-site public bike sharing stations**, which will provide a further commute alternative to building tenants, and improve first- and last-mile connectivity to transit. Seattle’s public bike share system is based around a network of bicycles located at static docking stations. Members can rent and return bicycles to any dock within the City network, which has numerous locations close to transit stops.

Applicability: May be recommended to meet TMP goal for buildings within the current or planned bike share service area.

C. Parking Management

An oversupply of low cost all day parking may induce demand for driving, and thus contribute to congestion. Vehicles circling and looking for parking also contribute to congestion. The following elements are parking management strategies that use pricing and wayfinding in order to create disincentives for commuter parking and reduce circling for parking, while also maximizing the value and capacity of a building’s off-street parking.

- 16. Charge market rate or above for all parking in the building**. Fees for parking a single-occupant vehicle should be at current market rates, or above, for the site’s vicinity and should not be offered at a discount for building tenants. Cost perception is a significant decision factor in commute choice; making the cost of parking visible to the user enables cost comparisons among all transportation options.

Applicability: May be recommended to meet TMP goal for buildings located in high-density areas.

- 17. Set parking fees to encourage short-term parking**. The hourly rate charged for short-term parking, customers, visitors, or patients who park for four hours or less, should be less than or equal to the equivalent hourly rate charged for long-term parking, those who park for six or more hours.

Applicability: May be recommended to meet TMP goal for buildings located in areas with high levels of traffic congestion where there are limited on-street parking options.

- 18. Prohibit price reductions for all-day parking**. There should be no discounted or favorable pricing for long-term parking, for example “early bird specials.”

Applicability: May be recommended to meet TMP goal, particularly in areas served by high-capacity transit and cycling infrastructure.

- 19. Unbundle parking from building-space leases.** The applicant should not “bundle” the price of parking spaces into the price paid by the lessee for building space. The cost should be a separate, optional, line-item in the lease.

Applicability: May be recommended to meet TMP goal, particularly in areas with high levels of traffic congestion.

- 20. Create “flex-use” parking passes.** Full-month parking passes give people a financial incentive to drive to work every day, and may work against achieving a TMP goal. By offering a flexible half-month pass, pay-as-you-go parking debit accounts, ticket books, or other on-demand parking options, commuters can drive on the days they need to, but have the option of taking transit, carpooling, walking or biking when convenient through the month. Daily in-and-out parking privileges should be equivalent to monthly-priced commuters.

Applicability: May be recommended to meet TMP goal in buildings where monthly parking is being considered.

- 21. Provide free parking for registered vanpools.** Vanpools registered with a public transit agency should park off-street free of charge.

Applicability: May be recommended to meet TMP goal, particularly for TMP buildings not located close to high-capacity transit service and will therefore rely heavily on rideshare options to meet the TMP goal.

- 22. Provide reserved parking spaces for registered vanpools in preferred locations.** Preferred parking spaces are those considered the most desirable, including those closest to elevators, the building's lobby or main entrance, or garage exits. Reserved spaces should be marked and signed, and should have adequate clearance and maneuvering spaces along the access and egress routes.

Applicability: May be recommended to meet TMP goal, particularly for TMP buildings not located close to high-capacity transit service and therefore relying heavily on rideshare options to meet the TMP goal.

- 23. Provide parking discount for carpools.** Parking operators may offer lower prices as short-term promotions or introductory rates for newly-formed carpools. Discounts should be structured so that carpools of three or more people receive a higher discount than two-person carpools.

Applicability: May be recommended to meet TMP goal, particularly for TMP buildings not located close to high-capacity transit service and therefore relying heavily on rideshare options to meet the TMP goal.

- 24. Provide designated space for car share programs.** Provide one or more parking spaces for car-sharing vehicles like Zipcar. Allow public access where possible.

Applicability: May be recommended to meet TMP goal, particularly in areas with high-demand for car share vehicles.

- 25. Participate in e-Park parking guidance system and low-rate visitor parking programs,** where available, to maximize visibility of off-street parking to short-term visitors and reduce congestion caused by motorists circling while looking for a parking space.

Applicability: May be recommended to meet TMP goal in either current or planned e-Park guidance system service areas, with high levels of traffic congestion, or with limited on-street parking options, or both.

D. Transit, Carpool & Vanpool Programs

Transit incentives like providing transit pass subsidies and participating in transit promotions can support the building meeting its TMP goal by leveraging its proximity to transit service. Fostering connections between potential rideshare candidates, providing preferential HOV parking, and participating in ride-share promotions are ways to leverage City car and vanpool services to contribute to meeting the buildings' TMP goal.

- 26. Provide or require tenants to offer a transit pass subsidy to employees who work at the site.** A range of subsidy levels are possible through the ORCA card system. TMP buildings shall provide a minimum subsidy of 50%.

Applicability: Required for all projects.

- 27. Provide ride-match information to building tenants.** Information is available through King County Metro and other transit agencies. The BTC is responsible for assisting tenants and their employees with implementing ride-match programs. These programs match employees with potential carpool, vanpool, and vanshare mates who live in close proximity. Ride-match information may be posted through a building's internet page or by promoting employee use of Rideshare Online.com.

Applicability: Required for all projects.

- 28. Offer a guaranteed ride home program,** which serves commuters who use alternative forms of transportation but need to get home quickly in an emergency or after available transit service has stopped. The ride home can be

by taxi, company-owned vehicle, or car-sharing vehicle, or could be offered through an ORCA contract. The number of rides available per month or year may be limited.

Applicability: Required for all projects.

- 29. Provide subsidy to employees for car-sharing program** to encourage employees to try a service.

Applicability: May be recommended to meet TMP goal.

- 30. Provide shared vehicle/bicycle fleets for tenant use.** A car or bike share program involves providing on site at least one general purpose vehicle or bicycle either for free, or at low cost, for employees to use for work or personal purposes during work hours. The programs support non-SOV commuting by providing an alternative to using personal vehicle for errands during the work day.

Applicability: May be recommended to meet TMP goal.

E. Bicycle/Walking Programs and Amenities

Commuting by active transportation is growing. Biking and walking-related TMP elements should be packaged and reported in a manner that demonstrates how they contribute to meeting the building TMP goal.

Participating in bicycle promotions, providing bicycle-supportive infrastructure, and implementing other commute-by-bike incentives can help bicycle commuting contribute to meeting a building TMP goal, especially for buildings in close proximity to public bicycling infrastructure, or planned improvements, as discussed in Seattle's Bicycle Master Plan. Promoting walking through on-site programming and providing shower and locker infrastructure can help promote walking to work and first- and last-mile on-foot connectivity to transit, and contribute to meeting a building TMP goal. Walking program elements are particularly important for buildings that abut designated pedestrian zones, or that are within Seattle Pedestrian Master Plan designated high priority areas.

- 31. Offer financial or other incentives for commuters who bicycle or walk to work.** This could take many forms, including reimbursing employees who walk or bike to work up to the value of the monthly transit subsidy. This type of incentive program can be easily managed through third-party software.

Applicability: May be recommended to meet TMP goal, particularly for buildings located in close proximity to public cycling infrastructure, that abut designated pedestrian zones, or that expect to meet their TMP goal in part through employee use of non-motorized commute alternatives.

- 32. Offer programs for bicyclists such as safety training and bicycle maintenance.**
A bike maintenance program may include vouchers for employees for yearly bike tune-ups, having supplies on site for basic self-repairs like bike pump, patch kit, hex wrenches, or sponsoring bike safety and maintenance workshops.

Applicability: May be recommended to meet TMP goal, particularly for buildings located in close proximity to public cycling infrastructure, or expect to meet their TMP goal in part through employee use of non-motorized commute alternatives.

- 33. Provide or require tenants to offer bike share membership to employees.**
Seattle's public bike share system enables members to rent and return bicycles to any docking station within the City network. Bike share is an alternative to owning and maintaining a personal bicycle, and a way to augment a transit trip by providing first- and last-mile connectivity between mass-transit hubs and workplace destinations.

Applicability: May be recommended to meet TMP goal, particularly for buildings within the bike share service area.

F. Additional Incentives for Owner-Occupied Buildings

Other elements that can reduce commuter reliance on SOV travel, and contribute to meeting a building TMP goal, like the ones listed below, are generally most successful when implemented in owner-occupied buildings or in buildings where all employers are required to participate.

- 34. Offer telecommuting program** by allowing employees the ability to work from home at least once per week.

Applicability: May be recommended to meet TMP goal for commercial office buildings, in which telework is appropriate to the types of job functions performed in the building.

- 35. Allow flexible working hours.** Flexible start/end times enable employees to meet transit and ride-share schedules.

Applicability: May be recommended to meet TMP goal for commercial office buildings, in which flexible schedules are appropriate to the types of job functions performed in the building.

- 36. Provide subscription bus or shuttle service** that employees can use to reach transit hubs, major destinations, and/or run midday errands.

Applicability: May be recommended to meet TMP goal, particularly for

owner-occupied buildings with other Seattle or Puget Sound area business locations that will generate regular inter-building employee traffic.

IX. TMP Recording Requirement

Unless otherwise specified in the Conditions of Approval, the TMP must be recorded against the property before DPD issues a building permit. The TMP is recorded with the King County Records and Elections Division. Copies of the recorded TMP must be sent to DPD and SDOT.

X. TMP Reporting & Compliance Monitoring

Periodic and preferably biennial surveying of the TMP Goal achievements and Element implementation is required for all TMP-conditioned buildings. SDOT is responsible for determining that surveys are properly conducted. A response rate of 50% is expected.

XI. TMP Revisions

The formal process for revising a TMP depends on how the original TMP was established. For a TMP where the Director's Decision (establishing the TMP requirements) specifies only the TMP goal, and no program elements, any elements may be modified by written agreement between the applicant and the City.

Some TMPs have elements that are specific conditions in the Director's Decision. The elements specified in the original Decision are a component of that Decision. Thus, if the elements in the original permit are sought to be modified by the City or applicant, City Land Use Code requirements would apply and the Decision would need to be republished. If a Director's Decision is republished, the code typically requires public notice and an opportunity to appeal the decision. This would not be an issue for elements that were subsequently added to the original list of elements because these later elements are not components of the Director's MUP decision.

An applicant may seek changes to a TMP goal or elements at any time following initial implementation of the TMP. In addition to any notice and appeal requirements that may apply, DPD and SDOT must approve in writing any modifications to the TMP. The revised TMP must be submitted to DPD and SDOT for approval and re-recorded before it is implemented.

Modifications to TMPs developed as part of Major Institution Master Plans (MIMPs) must follow the processes required in SMC Chapter 23.69 for general revisions to the master plan.

XII. Documentation for a new Transportation Management Association (TMA)

A new TMA must submit documentation to DPD and SDOT describing: its staff experience; affiliation with other organizations; mission statement, goals, and objectives; a strategic plan describing proposed service area and services offered; and a financial plan. The DPD and SDOT Directors will evaluate TMA submittals for approval using the following criteria: suitability of TMA goals and objectives with regard to the purpose of a TMP; support of the TMA's mission from member employers; progress toward the development and successful deployment of the TMA's strategic plan; and financial management systems including financial stability.

XIII. Definitions and Acronyms

“BTC” means a Building (or Institution) Transportation Coordinator.

“Carpool” means a motor vehicle occupied by two or more adults that commute together on a regular basis with a common origination and destination.

“CIC” means a Commuter Information Center.

“CTR” means the Commute Trip Reduction Law, RCW 70.94.521-555 and SMC 25.02 that requires major employers to develop and implement a commute trip reduction program, and regularly report to the City.

“Employee” means all permanent, temporary and contract employees who work a minimum of 20 hours per week at the site, commute at least three times per week during the AM Peak Period (measured as the percentage of trips that occur between 6:00 a.m. and 9:00 a.m., consistent with the State of Washington’s Commute Trip Reduction [CTR] Act).

“e-Park” means a real-time parking guidance system that provides wayfinding and parking availability information to motorists via dynamic message signs and on the web.

“HOV” means a high-occupancy vehicle and includes any modes of travel carrying two or more people, including but not limited to carpools, vanpools, transit, and custom bus service.

“Land Use Code” means Section 23 of the Seattle Municipal Code.

“Low-rate visitor parking programs” means programs that offer special rates, generally less than on-street or a flat-rate, for either short-term stays or nights and weekends, and may be marketed through a partnership between participating buildings and a neighborhood association.

“Major Institution” means an institution, which, by nature of its function and size, dominates and has the potential to change the character of the surrounding area or create

significant negative impacts on the area. Major Institutions are subject to SMC Chapter 23.69 and are more fully defined at SMC 23.84A.025.

“MUP” means a Master Use Permit. The document issued to a project applicant, recording all land use decisions made by DPD on a master use application.

“SEPA” means the State Environmental Policy Act, which is implemented by Seattle Municipal Code Chapter 25.05.

“SMC” means the Seattle Municipal Code.

“SOV” means a single-occupant vehicle occupied by one person for commute purposes.

“Tenants” means individuals or entities that lease or rent space in a building.

“TMA” means the Transportation Management Association, which is an organization of employers or property owners, or a group representing employers or property owners, who are working together to administer and promote trip-reduction programs.

“TMP” means a Transportation Management Program, which is a required set of measures to reduce a project building's demand on transportation infrastructure. These measures typically seek to discourage commuting by single-occupant vehicle and encourage alternative commute modes. TMPs must be approved by DPD, SDOT and the owner of the project building as a condition of the project's Master Use Permit.

“Unbundled parking” means to separate the cost of leasing parking spaces from the cost of leasing building space.

“Vanpool/vanshare” means a high occupancy vehicle that accommodates six or more people who are registered and permitted by a state, county, regional transit agency, local jurisdiction to operate or ride in the vehicle. For a vanpool, members travel together between individual pickup and drop off locations. For a vanshare, members travel together between a single pickup and drop-off location.

ATTACHMENT A

[Date]

Diane Sugimura, Director
Department of Planning and Development
700 Fifth Avenue, Suite 2000
P.O. Box 34019
Seattle, Washington 98124-4019

Re: TMP Acknowledgment Letter for Master Use Permit Number _____

I _____ (NAME), owner of _____
(LEGAL DESCRIPTION) _____ identified as _____
(ADDRESS) _____ understand and agree that:

- I am required to comply with the following conditions related to the TMP imposed on MUP number _____ and the following MUP conditions:
 - _____;
 - _____;
 - _____;
 - _____;
- Additional MUP conditions unrelated to the TMP may apply to the proposal as specified by the Director's decision;
- Failure to achieve the goals specified in the TMP and to comply with the requirements of the TMP according to DPD Director's Rule 27-2015/SDOT Director's Rule 09-2015 and specified by the conditions listed above shall be a violation of the permit conditions and may result in an enforcement action being initiated as provided for in the Seattle Land Use Code, SMC 23.90, and under the Master Use Permit process as provided for in SMC 23.76; and
- The conditions by which the City has approved the project are effective for the life of the project and apply to me and my company, and future property owners.

Sincerely,