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# SPOKANE REGIONAL COMMUTE TRIP REDUCTION PLAN

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**Agency:** **Spokane Regional  
Transportation Council**

**Date:** **January 2008**

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## INTRODUCTION

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### REGIONAL COMMUTE TRIP REDUCTION PLAN

In 2006, the Washington State Legislature passed the Commute Trip Reduction (CTR) Efficiency Act that requires local governments in those counties experiencing the greatest automobile-related air pollution and traffic congestion to develop and implement plans to reduce single-occupant vehicle trips. This regional plan has been prepared in accordance with RCW 70.94.527(6). Additionally, the regional CTR plan supports the goals and policies of the SRTC metropolitan transportation plan (MTP).

This plan has been developed in collaboration with all affected local jurisdictions, transit agencies, and other interested parties within the region. Affected jurisdictions include urban areas within a contiguous urban growth area boundary. In the Spokane region those affected jurisdictions are Airway Heights, City of Spokane, City of Spokane Valley, Liberty Lake and Spokane County.

The cities of Cheney and Medical Lake have been CTR-affected since the original CTR law was passed in 1991. Both cities have elected to opt in and remain in the program without interruption. They have both completed draft CTR Plans, signed intergovernmental agreements with Spokane County to implement CTR on behalf of the cities, and will update their CTR ordinances in accordance with the CTR Efficiency Act, in the spring of 2008.

In Cheney and Medical Lake, four of the seven of the CTR-affected sites are state agencies that participate in state incentive programs provided to worksites and promote the commute trip reduction program. Section 10 of the CTR Efficiency Act (RCW 70.94.547) specifically states "The legislature hereby recognizes the state's crucial leadership role in establishing and implementing effective commute trip reduction programs. Therefore, it is the policy of the state that the department of general administration and other state agencies, including institutions of higher education (Eastern Washington University in Cheney), shall aggressively develop substantive programs to reduce commute trips by state employees."

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## I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

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The purpose of this section is to describe the existing and planned land use and transportation context that affects the region's ability to meet its goals for reducing drive alone trips and vehicle miles traveled. The information in this section has been prepared using the SRTC's existing transportation plan and other planning documents. Information on transit services and facilities has been prepared by the respective agencies in the SRTC.

### A. Land Use Context

The Spokane Region is planning future growth under the Growth Management Act with the main purpose of defining a clear separation between Urban Growth Areas and Rural Areas. The main goal of GMA are to encourage development in urban areas where adequate public facilities and services exist or can be provided in an efficient manner and to reduce the inappropriate conversion of undeveloped land into sprawling, low-density development. Subsequently, a Centers and Corridors land use strategy has been defined in the City of Spokane, which directs growth to specific mixed-use centers (neighborhood, district, and employment) and corridors in the Region.

While GMA has been established in the Region, it is unclear to the success of the Act since there has been little monitoring of growth goals and objectives. More monitoring is expected in the GMA updates in 2007.

#### Population Distribution

A key element to understanding the existing condition of the regional transportation system is to identify the geographic distribution of population. The distribution and density of population has a direct relationship to the number of trips that are generated, the length of the trips, and the type of transportation network that can be used to serve them. SRTC relies on housing unit data, as a reasonable alternative for population, to generate origin and destination information for the regional travel demand model. This information is updated annually to ensure the most current data on the community's population growth is available for model calibration and use with projects under development.

Since 1993, SRTC has been monitoring building permit activity as a means of following the geographic distribution of Spokane's population growth. By geo-coding building permit data representing new housing starts by type of unit, SRTC can estimate the population growth of a given geographic area. **Map A-1** identifies the location of building permits issued recently in the Spokane Metropolitan Area. The map reveals that growth and development in the Spokane Metropolitan Area has been (substantially outside of the City of Spokane or on the City's perimeter, assumption until map is complete). Neighborhoods such as Indian Trail, Glenrose, Moran Prairie, Latah Creek, Five-Mile Prairie, Painted Hills, Northwood, Belle Terre, and Mead have dominated the growth in the area.

SRTC uses building permit information combined with 2000 Census information to revise population densities graphically. Building permit and plat information is useful to demonstrate where growth is occurring in the years between each decennial census. SRTC will continue to track this data for future updates.

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Map A-1 – Location of Building Permits and Plats in Spokane County

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With population and demographic information available in the SRTC geographic information system, SRTC is able to efficiently and accurately develop current profiles for each of the traffic analysis zones (TAZs) used in the regional travel demand model. TAZ data forms a part of the basic foundation for assessing existing travel demand as well as deficiencies on the regional transportation system.

In 2006 Spokane County (which represents the region) had an estimated population of 441,521. The Office of Financial Management (OFM) medium series 2020 growth projection is 547,959. Proper use of the GMA will be critical in defining placement of the population over the next twenty years. Placement of the projected growth in the joint planning areas is still under debate in Spokane County and will help define future needs for transportation planning.

## Major Employment

The location of the major population centers and employment centers is critical because the two locations help define the 'home-to-work trip' origin and destination. The drive alone home to work trip and subsequent return trip is the primary focus of the CTR Plan.

Historically, major employers in the Spokane region were those employers that have 100 or more employees reporting to work during the morning peak during the regular workweek, at a single work site. However, expanding on that concept, SRTC mapped the major CTR employment centers that included those work sites with 100 or more employees, but also added clusters of works sites that collectively had over 100 or more employees that were in close proximity of each other. See **Map A-2**. Clustering the work sites will help identify possible transit opportunities or shortcomings and to identify possible group association of CTR education and promotion in those areas.

A list of CTR-affected and voluntary worksites is below. *There is a substantial number of voluntary worksites that participate in the mandated program..*

Acordia Northwest Inc.	Avista Energy	Coffman Engineers
Advantage	Bank Of America Card Svcs.	Columbia Lighting
Agilent Technologies	Camp Automotive, Inc	Comcast Cable
Airway Heights Corrections Center	Cascade Windows	Community Health Assn. of Spokane
ALSC Architects	City of Airway Heights	Commuter Solutions
AlSCO	City of Cheney	Cyrus O'Leary's Pies
Altek, Inc.	City of Liberty Lake	The Davenport Hotel
Ambassador Programs, Inc.	City of Medical Lake	Deaconess Medical Center
AMX AutoPatch Group	City of Spokane -City Hall	Downtown Spokane Ptnrshp.
ASC Machine Tools, Inc	City of Spokane –Marietta	Drinking Water
Avalon Care Center	City of Spokane –Public Safety	Eastern State Hospital
Avista Corporation	City of Spokane Valley	Eastern Washington

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University- Riverpoint  
Fairchild Airforce Base  
The Fernwell Building  
Financial Partners  
Geiger Corrections  
General Dynamics Itronix  
Getronics  
Gonzaga University  
Goodwill Industries  
Group Health - Lidgerwood  
Group Health – Riverfront  
Group Health- Sunset Hwy.  
Guardian Life Insurance Co.  
Hollister-Stier Laboratories  
Holy Family Hospital  
Honeywell  
Huntwood Industries  
ICT Group, Inc.  
InCyte Pathology  
Inland Cardiology Associates  
Inland Imaging Business  
Inland Northwest Blood Ctr.  
Inland Northwest Health Svcs.  
Insight  
Isothermal Systems  
Research  
Itron, Inc.  
Kaiser Aluminum Fabricated  
Products LLC  
Key Tronic Corporation  
Kiemle & Hagood Company  
Kim Hotstart Mfg  
Lakeland Village  
Logan Industries  
Lukins & Annis  
Lutheran Community  
Services Medco Health  
Solutions, Inc.  
Moss Adams LLP  
Northwest Farm Credit Svcs.  
NW Orthopedic Specialists  
Pathology Medical Lab  
PE Systems LLC  
Pearson Packaging Systems  
Pine Lodge Correction

Center for Women  
Pioneer Human Services  
Pitney Bowes  
Premera Blue Cross  
Premera Blue Cross - North  
Principal Financial Group  
Pristina Pine, LLC  
Purcell Systems, Inc.  
Randall & Danskin, PS  
Red Lion Hotels Corporation  
REI  
Reliance Trailer Co., LLC  
ReliOn, Inc.  
Rings & Things  
Rockwood Clinic  
Sacred Heart Medical Center  
SAFECO Insurance  
Servatron, Inc.  
Shriner's Hospital  
Sonderen Packaging  
Sound Telecom  
Spokane Community  
College  
Spokane County  
Spokane Falls Comm.  
College  
Spokane Falls Family Clinic  
Spokane Industries  
Spokane Mental Health  
Spokane Public Library  
Spokane Public Schools  
Spokane Reg. Business Ctr.  
Spokane Reg. Clean Air Ag.  
Spokane Reg. Health District  
Spokane Regional  
Transportation Council  
Spokane Symphony/Fox  
Spokane Teachers Credit  
Union  
Spokane Transit Authority  
Spokane Transit Plaza  
The Spokesman-Review  
St. Luke's Rehab Institute  
St. Paul Travelers  
Sterling Savings

Telect, Inc. - Liberty  
LakeTrans-System, Inc.  
Travis Pattern & Foundry  
Triumph Composite Systems  
TSA  
URM Stores, Inc.  
US Postal Service – Dist Off  
US Postal Service Plant  
US Probation  
WA State Dept. of Ecology  
Valley Hospital & Medical  
WA State Dept. of L & I  
V A Medical Center  
WA State Attorney General  
WSDOT - Eastern Region  
WA State DSHS-CSD  
WA State DSHS-CSO  
WA State DSHS-DCFS  
WA State DSHS-DCS  
WA State DSHS-DDDS  
WA State DSHS-  
SWCSOWA State ESD  
Telecenter Wagstaff, Inc.  
Washington Air Natl. Guard  
Washington State Liquor  
Control Board  
Washington State Lottery  
Washington Trust Bank  
Wells St. John PS  
Wendle Ford Nissan Isuzu  
West Corporation  
West Corp.- Downtown  
Western United Life  
Assurance  
Whitworth University  
Witherspoon Kelley  
Davenport & Toole  
Zak Designs, Inc.

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## Map A-2 Employment Centers in Spokane

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# I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

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## B. Transportation Context

### Road Network

The 2005 Spokane Transportation model indicates about 10,720,500 Vehicle Miles of Travel (VMT) per day within Spokane County. According to a 2005 Spokane and Kootenai County Regional Travel Survey, 88 percent of all trips per day are made by vehicle. **More revealing is that 83 percent report driving alone.** According to WSDOT CTR survey in 2007, the drive alone rate at affected worksites is a bit lower at 74%. However, both these numbers demonstrate that the region is SOV-oriented.

Spokane's regional roadway network is comprised of a series of streets and highways that are owned and operated by local jurisdictions and the WSDOT. Roadways are characterized by their function in a community as well as their function in the overall transportation system. Based on their function, roadways are designed and constructed to ensure the movement of people and goods in a manner that is both safe and efficient. **Map B-1** illustrates the Federal Functional Classification System for the Spokane Metropolitan Area.

The road network includes 27 miles of freeways and divided highways that carry approximately 1.8 million VMT per day. The limited-access interstate network provides efficient east to west transportation through Spokane County, however, there is a not a similar north to south limited access facility.

In the metropolitan area, there are approximately 204 miles of principal arterials, which carry nearly 38% of all vehicle miles traveled.

Minor arterials cover 225 miles of the roadway network and carry approximately 23 % of all daily vehicle miles traveled. Minor arterials connect residential business districts into the larger transportation system by accumulating traffic from lower classifications of roadways. These roads can have a variety of design characteristics, based on what part of the community they are located in and the amount of activity surrounding them. The remaining roadway system consists of collectors and local streets.

The area does experience congestion on the interstate network and the principal arterial network, mainly during the AM and PM peak periods of travel. The presence of congestion and delay on the Spokane network are good indicators that Commute Trip Reduction programs will continue to be successful in the Region.

### Transit System

The transit system operated by the Spokane Transit Authority (STA) indicates that transit represents 2 percent of all trips for the County. STA Ridership is up from 2006, with a daily weekday ridership of 29,038, Saturday ridership of 12,123 and Sunday ridership of 6,808.

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Map B-1 Federal Functional Classification in Spokane County

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## I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

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The Spokane Transit network has focused routes on principal and minor arterials. See **Map B-2**. Routes to major employment centers have been increased in frequency, and a new commuter route added recently, plus a new route running directly to the airport from downtown Spokane. STA also has 12 park and ride lots, with plans to add more and expand at least one of the existing lots. In addition, STA operates express service routes, vanpools and paratransit service.

One of STA's goals and plans is to purchase 226 new vehicles between 2008 and 2014, including rideshare, paratransit, buses, trolleys, and maintenance vehicles. STA is also retrofitting 83 buses in it's fleet with crankcase filtration systems to reduce engine emissions.

In addition, during 2008-2009, STA plans to focus time and energy to further develop a responsive travel training program to assist paratransit riders who may, with assistance, be able to use regular fixed route service for some or all of their trips.

Some of STA's other goals through the year 2014:

### *Safety*

- Increase safety in all aspects of operations such as updating safety and workers comp programs.
- Reduce accident numbers
  - Fixed Route goal: 2.0 per 100,000 miles
  - Paratransit goal: 2.0 per 100,000 miles
  - Van Pool goal: 3.0 per 100,000 miles

### *Earn and retain the community's trust*

- Increase ridership
  - Fixed Route goal: increase by 1.5% annually
  - Paratransit goal: increase by 4% annually
  - Van Pool goal: increase by 3% annually
- Cost Efficiency
  - Fixed Route goal: Less than 94% of average cost of urban systems in Washington State.
  - Paratransit goal: Less than 94% of average cost of urban systems in Washington State.
  - Van Pool goal: Goal will be stated as a percentage subsidy of all operational, administrative, and capital costs for the program. Recovery rate will be established as part of the process for establishing an improved fare structure in 2007.
- Service Effectiveness
  - Fixed Route goal: 22 passengers per revenue hour
  - Paratransit goal: 3 passengers per revenue hour

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Map B-2 Spokane Transit Authority Arterial Bus Routes

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## I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

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- Maintenance Cost
  - Fixed Route goal: \$0.70 per mile
  - Paratransit goal: \$0.44 per mile
  - Van Pool goal: \$0.05 per mile

### *Provide outstanding Customer Service*

- On time performance
  - Fixed Route goal: 95% on time
  - Paratransit goal: 95% on time

If baseline (or ongoing current conditions) do not change, STA anticipates and shows financial projections of a fully funded and sustainable program through the year 2020, with:

- Approximately \$85 million in operating expenses by 2020
- Approximately \$10 million in fare revenue by 2020
- Gross cash balance will drop to approximately \$20 million by 2020

### **Non-motorized Transportation**

Non-motorized transportation consists of 10 percent of all trips in the region. With approximately 9 percent walking and an additional 1 percent cycling per the Spokane and Kootenai County Household Travel Survey in 2005. In 2006, another specific non-motorized survey conducted by Nu-Stats and the University of Minnesota indicated a slightly lower percentage of bicycle riders at 0.8 percent and walkers at 8.5 percent.

Spokane has a regional bicycle network pictured in **Map B-3**, however until recently it has not been the focus of planning in the City of Spokane and is not considered 'commuter-friendly.' In the State of Washington, bicycles are, by law, vehicles. Therefore they are allowed on all public streets and roads, except those specifically excluded because of safety considerations. Out of the nearly 1,737 miles of functionally classified roadway only 24 miles are prohibited from bicycle travel. Presently the bicycle network consists of approximately 1050 miles of Class I-Class IV bicycle facilities. Some momentum has been gained in the bicycle commute area though, as new studies and plans and cooperative planning indicate the importance of non-motorized transportation planning.

The pedestrian system consists of sidewalks in the more urban areas and road shoulders in the rural outlying areas in the County. The pedestrian system is in various stages of condition; in the City of Spokane sidewalks are installed during initial development of the property. However, many sidewalks have deteriorated to the point of replacement or substantial rehabilitation. Unfortunately, there is no systematic program to keep sidewalks maintained or replaced after their useful life

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# I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

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Map B-3 Non-Motorized and Rail, Spokane County

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## I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

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In the unincorporated areas surrounding the City of Spokane, sidewalk development is intermittent. Spokane County road standards historically did not require the installation of sidewalks along arterials or in residential neighborhoods. As a consequence, developing suburban areas often have minimal pedestrian facilities. For elderly or wheelchair bound individuals, access and mobility is severely limited.

Crosswalks are currently under debate and are being removed in places within the City limits due to the idea that they induce a false sense of security for pedestrians crossing the streets.

### Travel Survey Results

The 2005 Spokane and Kootenai County Regional Travel Survey provided a rich source of data on the characteristics of travel in Spokane County. Results showed that daily travel in the region totaled about 2 million trips. The majority of regional trip origins and destinations, 51 percent, were in the City of Spokane.

On a daily basis, residents averaged 4.39 trips per person – most of them in a personal vehicle. The average number of trips per person in Spokane County was 4.41. These estimates were slightly higher than the 4.1 daily trips per person evidenced for the nation in the 2001 National Household Travel Survey (NHTS). While the majority of daily trips were taken in personal vehicles, non-motorized trips (e.g., walk and bike) accounted for 9 percent of all trips in the region. Transit trips accounted for 1 percent of all trips. These proportions were quite similar to those observed for the nation in the NHTS (i.e., 87 percent personal vehicle; 9 percent walking; 2 percent transit).

The largest percent of daily trips were taken for shopping and errands (35 percent). Thirteen percent of daily trips were social or recreational. Fifteen percent of daily trips were taken for commuting, and another 6 percent were work-related. Most trips for commuting purposes were taken by single occupancy vehicles (SOVs), with 83 percent of commuters citing this mode in Spokane County. The average vehicle occupancy for work trips was 1.11 persons per vehicle for Spokane County.

### C. Evaluation of Land Use and Transportation Context

The following is a description of the region's land use and transportation context. SRTC has evaluated the degree to which existing local services, policies, regulations and programs, as well as any documented future investments, complement trip reduction efforts of major employers and help employer programs be more effective.

# I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

Suggested Conditions to Evaluate	Evaluation of Condition
Density to support transit and ridesharing	While programs continue to support higher density, rural growth still is significant, complicating effective trip reduction possibilities.
Pedestrian and transit-friendly urban design	Some jurisdictions have enacted updated urban design.
Sidewalks and pedestrian facilities	The City of Spokane has developed a sidewalk inventory and recently appointed a staff member for specific bicycle and pedestrian planning.
Bicycle facilities	Bicycle facilities are not growing in the region. The City of Spokane does not have a prioritized list of projects nor allows for the addition of bike lanes during projects funded by bonds. These two parameters limit the improvement and connectivity of biking within the City.
Transit service	Currently, transit only represents 2% of total trips, work needs to be done to increase that value.
Transit facilities	Additionally transit facilities need to be evaluated in and around major employer and population centers.
Parking policies and regulations	Parking policies in high-density locations need to support the use of transit and non-motorized transportation. Some businesses are not supportive of parking maximums.
TDM programs	More appreciation of the benefits of TDM programs needs to be discussed with CEOs and Managers at employment centers and worksites.
HOV facilities	Presently, no HOV facilities exist in the region.

# I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

## D. Barriers and Potential Actions to Eliminate Barriers:

The following barriers for achieving a successful regional CTR program have been identified. Next to each barrier, the RTPO has identified actions to overcome the barriers and which issues should be addressed by the State.

Existing Barriers	Actions to Overcome Barriers
<b>Land Use</b>	
The continued growth of rural housing	Monitoring and enforcement of GMA is necessary to achieve the intended goals of GMA.
Pedestrian Facilities	Pedestrian access should be provided to all public facilities and integrated into design of urban and suburban space. Also, a network of pedestrian facilities should link residential, employment, recreation and business areas.
Support land use that offers multi-modal opportunities	The region can support projects that offer opportunities for multi-modal transportation
Limited parking management	Encourage local jurisdictions to implement policies and codes that require some form of parking management.
<b>Transportation</b>	
Lack of mode opportunities	The Spokane region is currently losing the opportunity to invest in light rail. Other ideas being considered are bus rapid transit and a streetcar network in the Central Business District. The region must continually evaluate and suggest differing modal opportunities.
Bicycle Network	Spokane lacks identified bicycle infrastructure that would lead cycling commuters from residential areas into the employee centers. Improving and creating bike network linkages where there are none would increase the likelihood of commuting to work via bicycle. Additionally, education and encouragement is also necessary.
Minimization of crosswalks	Removing crosswalks does not promote walking as an alternative. The region should continue to educate jurisdictions on the need and desire for crosswalks, which improve attitudes and ability to cross intersections and roadways.

# I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

Transit	
Linkages	There should be opportunities for transit users to link with other modes of travel.
Express Service	Additional express service to outlying cities and towns would improve ridership. Identifying areas where express service would be most viable would likely improve ridership.
Fixed Route Service	STA provides service to many CTR work sites. However, for most work sites, transit service is limited in frequency, span of service and coverage, thus transit is not a viable option for many commuters. By working closely with the local agencies and identifying their needs, it is possible transit service could be modified to meet the growing needs of the commuters.
TDM Programs	
Lack of funding for bicycle and pedestrian infrastructure.	Identify funding alternatives outside of the transportation area. Educate agencies regarding RCW 47.01.012.
Improve management support	SRTC will encourage management of CTR employers and other major employers throughout the county to support the use of alternative modes of transportation and to allow flexible schedules to accommodate the use of transit, vanpools, and carpools. In addition, SRTC will encourage management to consider telecommuting, offering financial incentives to employees to find alternatives to driving alone to work, and to provide amenities such as showers and bike lockers to employees.
Bus Subsidation Programs	Subsidies for transit and ridesharing can help reduce drive alone trips and VMT. The region and the local agencies should partner with the business community to increase support for CTR programs.

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## II. MINIMUM CRITERIA FOR GROWTH AND TRANSPORTATION EFFICIENCY CENTERS

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The following minimum transportation and land use criteria for Growth and Transportation Efficiency Centers (GTECs) has been adopted by the SRTC Board.

Criteria	Description/Purpose
At a minimum, a GTEC must be within one or more incorporated jurisdiction.	Incorporated jurisdictions have more resources to run a successful GTEC program.
The GTEC must have a transportation network that includes at least one state facility within the jurisdiction or provides access to the jurisdiction and has a network of principal arterials.	State facilities and principal arterials are where most of the congestion problems in the region occur.
The GTEC must support at least 1000 employees within its boundaries	Density of employment is necessary for the basis of a successful Commute Trip Reduction program.

### III. REGIONAL PROGRAM GOALS AND TARGETS

This section describes the goals and targets for the region's affected urban growth areas and designated Growth and Transportation Efficiency Centers. The section also describes the entire region's goals and targets for CTR and how the regional goals and targets relate to the local goals and targets.

#### A. CTR Goals and Targets for Affected Urban Growth Areas and Designated GTECs

Area	Base Year Drive Alone Rate	Base Year VMT (Average VMT per one-way commute trip)	Target 2011 Drive Alone Rate	Target 2011 VMT (Average VMT per one-way commute trip)
<b>Jurisdiction Urban Growth Areas</b>				
Spokane County	78.4%	9.8	70.5%	8.5
City of Airway heights	79.1%	12.1	71.2%	10.5
City of Cheney	65.0%	10.6	58.5%	9.2
City of Liberty Lake	80.7%	11.5	72.6%	10.0
City of Medical Lake	63.2%	10.6	56.9%	9.2
City of Spokane	72.7%	7.8	65.4%	6.8
City of Spokane Valley	77.4%	9.6	69.7%	8.4
<b>Growth and Transportation Efficiency Centers</b>				
Liberty Lake	80%	11.9	72%	10.3
CBD GTEC	100%	TBD	90%	TBD

#### B. Regional Goals and Targets

Entire Region	Base Year Drive Alone Rate	Base Year VMT (Average VMT per one-way commute trip)	Target 2011 Drive Alone Rate	Target 2011 VMT (Average VMT per one-way commute trip)
Spokane Region	75.2%	9.1	67.7%	7.9

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### III. REGIONAL PROGRAM GOALS AND TARGETS

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**C. Description of how the regional goals and targets relate to the local goals and targets:**

Over a six-year period the regional goal of the CTR program is to reduce drive alone trips by 10 percent and reduce VMT by 13 percent from present levels. The specific goals of each local agency may be more stringent depending on the density of employment or population within that jurisdiction.

**D. Description of how the regional CTR goals and targets will help the region achieve other transportation goals:**

SRTC will implement the following elements as part of its CTR program to achieve the goals and targets. Implementation of the elements will be done in partnership and coordination with other agencies. The regional CTR goals and targets will help the region achieve the following main regional transportation goals:

- To raise the public's level of awareness of regional transportation issues, laws, and regulations pertaining to all transportation modes.
- Ensure that alternatives to single occupancy vehicles are seriously considered in the development of member jurisdictions transportation elements.
- Develop strategies that remove barriers preventing people from using transportation alternatives.
- Provide efficient connections between routes and modes.

#### **Transit Services**

As the population of Spokane grows and the area continues to improve roadway connections and pedestrian connections, additional transit improvements should be considered, including increased headways, extended service on some routes, and new service in growing areas.

This CTR strategy will help the region achieve its goal of removing barriers to prevent people from using transportation alternatives and to provide more efficient connections between routes and modes.

#### **Bicycle and Pedestrian Facilities**

SRTC, and the City of Spokane are working together to make sure there are adequate pedestrian and bicycle connections throughout the region. It is the goal of the region to have efficient intermodal service (i.e. bike to bus, bus to bike/walk) by having sufficient safe routes available to get to and from transit stops, to have adequate bike facilities on buses and at transit centers and park and ride facilities. In addition, local jurisdictions have plans and policies to encourage the development of town centers to encourage walking and biking to work and on errands as opposed to driving. SRTC will work with CTR employers to encourage their participation in encouraging biking and walking to work by providing adequate bike facilities such as lockers or covered bike racks and showers and changing rooms for employees.

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### III. REGIONAL PROGRAM GOALS AND TARGETS

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This CTR strategy will help the region achieve its goal of planning for transportation facilities and services that balance access to jobs, educational opportunities and services while not encouraging sprawl in keeping with the requirements of the State's Growth Management Act. This strategy also ensures alternatives to driving alone are considered in the development of member jurisdictions transportation elements of their comprehensive plans.

#### **Parking Management**

The local jurisdictions should consider parking maximums if not already in place, which will eventually limit parking and encourage use of other modes of transportation. SRTC will also encourage CTR employers to provide preferential parking for carpoolers and vanpoolers in their parking lots.

#### **Plans and Policies**

The local jurisdictions in the region have or are working on strengthening their plans, policies, and codes relating to transportation, land use, housing, and design to encourage alternative modes of transportation.

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## IV. HOW PROGRESS WILL BE MEASURED

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This section describes how the RTPPO will assess regional progress toward CTR goals and targets. The plans' measurement methodology is consistent with the measurement guidelines established by WSDOT.

### **A. Description of Process for Reporting Regional CTR Plan Progress**

Spokane County CTR programs will report biennially to the Transportation Manager at SRTC regarding the progress towards goals and targets. This information will be rolled up to determine a regional progress report that will be reported biennially to WSDOT.

### **B. Description of Methodology for Assessing Regional Progress**

The Spokane County CTR program will use survey instruments to survey the employers and CTR coordinators with the affected urban growth areas for necessary data to evaluate progress in Spokane County. SRTC will conduct a 2010 survey to determine bicycle, pedestrian and transit use.

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## V. DESCRIPTION OF PLANNED REGIONAL SERVICES AND STRATEGIES FOR ACHIEVING THE GOALS AND TARGETS

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This section describes the regional services and strategies that will be implemented to achieve the plan's goals and targets, and how these services and strategies will support major employer programs and local CTR plans. The RTPo has identified which strategies will be implemented by local, regional and state agencies.

### A. Policies and Regulations N/A

SRTC has identified the following policy that will be included in the Metropolitan Transportation Plan that will help reduce drive alone trips and vehicles miles traveled. .

Prior to adding single occupant vehicle capacity on limited access facilities, fully allocated costs associated with the construction, operation, maintenance, and environmental impacts should be quantified and evaluated against the ability to serve the same trips with alternate modes of transportation.

SRTC will give increased consideration in competitive funding programs to projects that support multi-modal transportation.

### B. Services and Facilities

SRTC has identified the following improvements that will help reduce drive alone trips and vehicle miles traveled. The region's investments include contributions from state, local and transit agencies. Elements that are being planned and/or being implemented include:

1. High occupancy vehicle lanes  N/A
  -
  
2. Transit services  N/A
  - A new commuter route called the 'North Express' will provide limited stop service from Spokane's North Side (Hastings Park and Ride) to downtown Spokane.
  - A proposed new route would provide airport service from downtown Spokane by splitting that service off from Route 64. Route 64 would then be realigned to better serve the employment centers.
  - A proposal is being considered to acquire additional parking capacity in the area of the Liberty Lake Park and Ride and eventually increase service to 15-minute intervals.
  - A proposal is under consideration to acquire additional parking capacity at the I-90/Medical Lake Interchange and realign Route 62 to serve the Interchange. Service to the Medical Lake area will remain the same.
  - The Wireless Internet Access Program is working to install internet access on six 60-foot buses.
  - Spokane Transit Authority is proposing to add one additional early morning trip to arrive downtown by 5:45 a.m. on five existing routes.
  
3. Vanpool services and vehicles  N/A

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## V. DESCRIPTION OF PLANNED REGIONAL SERVICES AND STRATEGIES FOR ACHIEVING THE GOALS AND TARGETS

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- Spokane Transit Authority is planning to increase it's vanpool fleet by five vans each in the years 2008 and 2009. After that, approximately ten vans will be added to the fleet per year through the year 2014.
4. Ride matching services ( N/A)
- Rideshareonline.com now offers ride matching to regional events, in addition to daily commute ridesharing.
  - New internet websites such as Craigslist now offer Rideshare forums where potential drivers and passengers can find other people headed to the same destination. This convenience is used primarily for longer trips. The local Craigslist page has ads from people seeking or offering to go as far from Spokane as Los Angeles and Alaska and as close as Tonasket and Coulee Dam.
5. Car sharing services ( N/A)
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6. Transit facilities ( N/A)
- Spokane Transit Authority is currently negotiating with Washington State Department of Transportation on property near Mission and Greene to build a large Community Transit Center (CTC) and possibly use the existing building for offices.
  - Several other areas are currently targeted for CTC's but specific property has not been identified at this time.
7. Bicycle and sidewalk facilities ( N/A)
- a. The City of Spokane is working with a consultant to conduct a transportation improvement study that will identify and establish, among other things, safe travel routes for bicyclists and pedestrians.
- As part of the Local Improvement District (LID) program, the City of Spokane has \$1 million dollars per year in Street Bond funds through the year 2025 to pave predominately residential streets and install curbing and sidewalk where none previously existed.
  - The Post Street vehicular bridge is slated for demolition by the City of Spokane, to be replaced with a pedestrian bridge.
  - The City of Spokane's 'Fish Lake Trail' project will construct a paved pedestrian/bicycle path twelve feet wide along an abandoned rail line.
  - The City of Spokane's South Perry Revitalization project will rehabilitate and install sidewalks and street lighting.
  - Spokane County's 'West Broadway Streetscape' project includes replacing sidewalks, adding pedestrian buffers and lighting, benches, trash receptacles, bike racks and ADA accessible transit shelters.
  - WSDOT recently constructed a bicycle/pedestrian overpass so that pedestrians and bikers accessing the Centennial Trail at Liberty Lake do not have to cut across the busy Interstate 90 on-ramps.
  - WSDOT is planning a 10-mile Class I separated path adjacent to the North Spokane Corridor. Approximately five miles of the Class I path will be open for use by 2011.
  - In their Six-Year Transportation Plan, Airway Heights outlines plans to construct three pedestrian bridges over Highway 2 at Russel Road, King Street and Ziegler Street.

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## V. DESCRIPTION OF PLANNED REGIONAL SERVICES AND STRATEGIES FOR ACHIEVING THE GOALS AND TARGETS

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- Spokane County has provisions in its' 2007-2012 Six Year Transportation Improvement Plan (TIP) to construct sidewalks along various arterials.
  - Spokane County's 'School District Pathway' Project will construct pathways near several schools.
  - The 'Little Spokane River Drive Pathway' project, listed in the County's TIP, will construct a bicycle lane over 1.12 miles long.
  - The City of Cheney's 'SR 904 Enhancement Program' will provide pedestrian, bicycle and landscape improvements from Betz Road to 'G' Street.
  - The City of Cheney has 2230 feet of sidewalk replacement planned for 2007 and 770 feet for 2008.
  - The City of Spokane Valley currently has funding for the following projects that include the construction of bike lanes and sidewalks:
    - Pines/Mansfield Project will reconstruct Mansfield Avenue between Montgomery Ave. and Pines Rd. (SR 27).
    - Appleway Ave. from Tshirley Ave. to the east City limits (this project includes a meandering 10' wide multi-use asphalt pathway along the south side that will connect to an existing sidewalk to Liberty Lake).
    - Barker Rd. Bridge Replacement Project
    - 44<sup>th</sup> Ave. Pathway – Sands Rd. to Woodruff Rd. (Ponderosa)
    - Broadway Ave. – Moore Rd. to Flora Rd.
    - Broadway Ave. re-striping (convert existing 4 lanes to 3 lanes with bicycle lanes on both sides) from Pines Rd. (SR 27) to Park Rd.
    - Extension of Appleway Ave. from University Rd. to Evergreen Rd.
  - Spokane Valley also has included in their 2008-2013 Six Year Transportation Improvement Plan the following projects that will also improve pedestrian and bicycle facilities:
    - Park Rd. – Bridging the Valley/BNSF Grade Separation
    - 8<sup>th</sup> Ave. Phase 1 – Carnahan to Havana
    - Flora Rd. – Sprague to Mission
    - Park Rd. #2 – Broadway Ave. to Indiana Ave.
    - 32<sup>nd</sup> Ave. – Evergreen Rd. to Best Rd.
    - Barker Rd. – Appleway Ave. to Broadway Ave.
    - Evergreen Rd./32<sup>nd</sup> Ave. – 16<sup>th</sup> Ave. to 32<sup>nd</sup> Ave./Evergreen Rd. to SR 27
    - Broadway Ave. – Flora Rd. to Barker Rd.
8. Other
- Spokane County has a 'Pedestrian and Bicycle Education and Safety Project' included in its' 2007-2012 TIP. The project will promote bicycle and education and safety through public service announcements, instructor training, community education and printed materials.

### C. Marketing and Incentives

The following marketing and incentive programs are part of the region's plan that will help reduce drive alone trips and vehicle miles traveled.

- Employer outreach ( N/A)
- 'Commuter Solutions' is an employer-based education and outreach project, sponsored by the Spokane County Commute Trip Reduction (CTR) Office. The program is aimed at reducing employee solo commute trips, improving

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## V. DESCRIPTION OF PLANNED REGIONAL SERVICES AND STRATEGIES FOR ACHIEVING THE GOALS AND TARGETS

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air quality and easing traffic congestion. Employers experience better on-time performance from their employees and improved employee morale when they use commute alternatives.

Commuter Solutions' objectives include:

- Providing a variety of free educational and promotional materials, along with personalized assistance.
- By agreeing to participate in Commuter Solutions, employers are eligible to participate in campaigns designed to encourage employees to use commute alternatives. Incentives may be provided along with monthly countywide prize drawings and giveaways.
- Commuter Solutions provides regular opportunities to gather and share information about other employee transportation programs and issues that will improve program success.
- Using zip code and work shift information and the electronic ride matching service, [www.RideshareOnline.com](http://www.RideshareOnline.com), will help employees find carpool or vanpool partners.

- Liberty Lake and Spokane's Central Business District are in talks to become GTEC (Growth & Transportation Efficiency Centers) areas. Much of the work required to accomplish this involves working with employers on how to get employees to use commute alternatives.
- Spokane County's CTR program offers extensive employer training and resources such as:
  - A basic two-day ETC training course
  - An advanced one-day training course
  - A one-day CTR information workshop
  - Mini-workshop series where topic specific workshops are held periodically.
  - A video library of transportation-related videos available to be checked out.



Area wide promotions ( N/A)

- 'Smart Moves' is an annual campaign held in April to remind commuters of all transportation options available.
- The 'Get on Board and Win' campaign in January, February and March teaches commuters how they can keep our air clean during the months when pollutants don't easily disperse due to the cold weather and build to unhealthful levels.
- The 'Mow Down Air Pollution' campaign for July, August and September teaches commuters how to keep our air healthier, not only by using commute alternatives, but also by using electric lawn mowers, propane or natural gas barbecues, combining errands and many other suggestions.
- 'Rideshare... Your Trip, Your Options' is an annual campaign held in October. It shows employees the positive benefits of choosing a commute alternative to driving alone.
- 'It All Adds Up To Cleaner Air' is a campaign sponsored by the Spokane Regional Clean Air Agency. To carry out this theme year-round, messages

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## V. DESCRIPTION OF PLANNED REGIONAL SERVICES AND STRATEGIES FOR ACHIEVING THE GOALS AND TARGETS

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and materials are distributed seasonally to inform citizens about air quality problems and solutions

- The local CTR office hosts monthly networking lunches to get commuters together both for a fun time and to discuss commute options. Everyone is welcome at these lunches.

- Transit pass discounts ( N/A)
  - Employers participating in CTR programs may underwrite their employees' transit or vanpool commuting costs up to \$105 and offset qualified parking expenses up to \$205 – per employee, per month. Additionally, employees of CTR-participating employers may be eligible to set aside pre-tax dollars to purchase transit passes, pay vanpool fares and to cover qualified parking costs. The limits are the same, \$105 per employee for transit or vanpools expenses and \$205 for parking. Employers may also choose to underwrite a portion of employees' transit or parking costs *and* permit them to set aside pre-tax funds for remaining costs, up to the monthly limits.
  - Eastern Washington University offers discounted bus passes to students, staff and faculty, as well as incentives to use other modes of transportation.
- Parking cash-out programs ( N/A)
  -
- Carpool subsidies ( N/A)
  -
- Parking charges and discounts ( N/A)
  - Employers participating in CTR programs may offset qualified parking expenses up to \$205 – per employee, per month. The employee may also have the option of setting aside pre-tax funds for remaining parking costs. Additionally, the employer can underwrite a portion of employees' parking costs *and* allow the employee to set aside pre-tax funds for remaining costs.
- Preferential parking ( N/A)
  -
- Flexible work schedules ( N/A)
  - Compressed workweeks are an option with many Spokane-area employers, including government agencies. Employees work a full-time schedule in fewer days.
- Program to allow employees to work at home or a closer worksite ( N/A)
  - There are many employers in the Spokane region that allow employees to telecommute or work from home, whether full time or just a few days a month.
- Individualized marketing programs ( N/A)
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## V. DESCRIPTION OF PLANNED REGIONAL SERVICES AND STRATEGIES FOR ACHIEVING THE GOALS AND TARGETS

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- Neighborhood social marketing programs ( N/A)
- A group called 'Local Partners,' made up of representatives from CTR, Spokane Regional Transportation Council, Spokane Transit Authority, Washington State Department of Transportation, and the Spokane Regional Clean Air Agency, have been meeting recently to discuss how to develop and implement a social marketing program in Spokane County.
- Other
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D. Special Programs for Mitigation of Construction Activities ( N/A)

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## VI. SUSTAINABLE FINANCIAL PLAN

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

### A. Funding Sources

#### 1. WSDOT CTR grant

The WSDOT CTR Grant is the annual allocation that is given to jurisdictions to help them administer their CTR programs.

#### 2. Local jurisdiction operating funds and capital investment program funds

Local jurisdictions resources include funds from their operating budgets and capital investment programs. Capital investment programs funds are usually earmarked for certain projects such as bicycle and sidewalk facilities, ITS equipment and road improvements.

#### 3. Transit Agency Contributions

Spokane Transit Authority makes contributions through services provided to CTR affected worksites.

#### 4. Federal funds

Federal funds include the grants from the Surface Transportation Program including the Enhancement program and the CMAQ program and the Federal Transit Administration.

#### 5. Employer contributions

These funding sources include contributions both financial and in-kind from employers.

#### 6. Other state funding sources

The funding sources include other state programs that provide assistance to programs that can contribute to helping make progress toward CTR goals. Funding sources may include the Safe Route to Schools Program, Competitive Public Transportation grants, Federal Transportation Administration grants for pedestrian and bicycle access and others.

#### 7. Construction TDM funds

Funds may be available through construction mitigation programs. These programs can be used to enhance the region's CTR program and provide program assistance to CTR work sites.

## VI. SUSTAINABLE FINANCIAL PLAN

Source of Funding	Responsible Party	Estimated Revenue FY 2008	Estimated Revenue FY 2009	Estimated Revenue FY 2010	Estimated Revenue FY 2011	Total Estimated Revenue
CTR Base Funding	WSDOT/SRTC	\$ 177,759	\$ 170,000	\$ 170,000	\$ 170,000	\$ 687,759
CMAQ Funds for Education	Spokane County	\$ 70,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 220,000
CMAQ Funds for GTEC	Spokane County	\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Local Funds from Spokane County	Spokane County	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 600,000
Contributions for Local Partners	Spokane Regional Clean Air Agency, Clear Channel, American Lung Association, Motion Auto	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 200,000
Contributions from Employers	Employers located within all seven Spokane County jurisdictions	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 40,000
TRPP Funds	Spokane County	\$ 52,500	\$ 52,500	\$ 50,000	\$ 50,000	\$ 205,000
Contributions from Local Jurisdictions (in-kind)	Airway Heights, Cheney, Liberty Lake, Medical Lake, Spokane, Spokane Valley, Unincorporated Spokane County	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 200,000
Services provided by Spokane Transit Authority for transit services to CTR-	Spokane Transit Authority	\$ 2,800,000	\$ 2,800,000	\$ 2,800,000	\$ 2,800,000	\$ 11,200,000

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## VI. SUSTAINABLE FINANCIAL PLAN

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affected employees*						
Services provided by Spokane Transit for vanpool services to CTR-affected employees	Spokane Transit Authority	\$ 346,000	\$ 346,000	\$ 346,000	\$ 346,000	\$ 1,384,000
<b>TOTAL</b>		3,906,259	3,778,500	3,776,000	3,776,000	15,236,759

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## VI. SUSTAINABLE FINANCIAL PLAN

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### B. Program Expenses

#### 1. Administration

The CTR program and the GTEC program are primarily administrated through the Spokane County CTR Office. There expenses include contract management, annual reporting, program review, surveys, trainings, identifying new worksites, monitoring, recordkeeping, reporting to the State and SRTC, technical services, website, budget and accounting, grant writing and coordination of meetings.

#### 2. Facilities

Funding for sidewalks, bicycle lanes, trails, transit stops and pull-outs are essential to complete gaps in the Spokane non-motorized and transit network and reduce drive alone trips.

#### 3. Services

Services are necessary to support transit, ridesharing, vanpooling and bicycle commuting. Elements include providing assistance with the formation of vanpools, ride sharing and the bicycle buddy program.

#### 4. Marketing

Funds are necessary to implement marketing, education, and other outreach programs within the region to encourage the use of alternative modes of transportation and or tele-commute programs. Marketing is essential to increase awareness of commute options among commuters and residents. Specifically, the development and distribution of Spokane Transit options, promotional campaigns, websites, and outreach to employers.

#### 5. Incentives

Incentives such as discounted bus pass programs, improved parking spots and other encourage employers and employees to participate in commute trip programs.

#### 6. Training

The CTR program supports training to employers, employees and jurisdictions. The main purpose of training is improve participation in the commute trip programs.

#### 7. Updates to Regional Plans

As necessary the Regional CTR Plan will be updated to reflect new policies and plans that are critical to CTR.

## VI. SUSTAINABLE FINANCIAL PLAN

Expense	Responsible Party	Estimated Cost FY 2008	Estimated Cost FY 2009	Estimated Cost FY 2010	Estimated Cost FY 2011	Total Estimated Cost
Prepare Local CTR Ordinances	All affected jurisdictions	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 25,000
Administer CTR Program (contract management, annual reporting, program review, surveys, trainings, identifying new worksites, compliance monitoring, record keeping, reporting to the state, manage CTR office & staff, GRH program, technical services, website, budget and accounting, grant writer, coordination of meetings)	Spokane County	\$ 135,000	\$ 141,700	\$ 148,700	\$ 154,700	\$ 580,100
Conduct Outreach to CTR Worksites	Spokane County (CTR Coordinator)	\$ 114,835	\$ 134,100	\$ 135,100	\$ 136,100	\$ 520,135
Conduct Outreach to general public	Spokane County	\$ 53,300	\$ 58,300	\$ 63,300	\$ 68,300	\$ 471,400
Special projects (TRPP)	Spokane County	\$ 52,500	\$ 52,500	\$ 50,000	\$ 50,000	\$ 205,000
Offer marketing & promotional materials/incentive to CTR worksites	Spokane County in partnership with Local Partners	\$ 133,300	\$ 136,600	\$ 153,200	\$ 169,600	\$ 592,700
Educational materials (Commuter options boards, brochures, media, posters, incentives)	Spokane County	\$ 30,000	\$ 35,000	\$ 40,000	\$ 45,000	\$ 150,000
GTEC Planning and	Spokane County in	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 800,000

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## VI. SUSTAINABLE FINANCIAL PLAN

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Implementation	cooperation with Liberty Lake and the City of Spokane					
Provision of supports STA services	STA	\$ 2,800,000	\$ 2,800,000	\$ 2,800,000	\$ 2,800,000	\$ 11,200,000
Provision for supporting vanpool services	STA	\$ 346,000	\$ 346,000	\$ 346,000	\$ 346,000	\$ 1,384,000
<b>Total</b>		\$3,890,135	\$3,904,200	\$3,936,300	\$3,963,700	\$15,694,335

## VI. SUSTAINABLE FINANCIAL PLAN

### C. Financial Gaps

Service or Strategy	Target Market	What Strategy Would Accomplish	Financial Gap	Potential Funding Source
Telework Start Up Program	CEOs, ETCs	Offer \$10,000 grants to individual employers to encourage them to start up telework programs their programs.	\$ 100,000	CMAQ, STP, Trip Reduction Performance Program, WA State Construction Mitigation Funding, Transit Agency Funds, Local Jurisdiction Funds, Major Employers
Transit, vanpool, and carpool incentives	Commuters at CTR-affected work sites	Offer incentives to encourage commuters to shift to transit, vanpools and carpools	\$ 350,000	CMAQ
Marketing and Promotions	Commuters at CTR-affected worksites	Increase awareness of transit and ridesharing programs	\$ 150,000	
Management Training Workshops	CEOs and Program Managers	Develop campaign to increase support for CTR	\$ 50,000	
Commuter Information Boards	Commuters	Offer Commuters information boards to affected employers that will help them post information about commuter alternatives	\$25,000	
Bike Racks and Lockers	Commuters	Provide bike racks and	\$100,000	CMAQ or STP

## VI. SUSTAINABLE FINANCIAL PLAN

		lockers to affected work sites to encourage commuters to use bicycling.		
MyCommute.org Website	ETCs, commuters and the public	Update commuter calendar	\$25,000	
<b>Total</b>			<b>\$800,000</b>	

### Summary

Budget Summary	Estimated Annual Cost 2008	Estimated Annual Cost 2009	Estimated Annual Cost 2010	Estimated Annual Cost 2011	\$
Existing Funding	\$3,906,259	\$3,778,500	\$3,776,000	\$3,776,000	\$15,236,759
Existing Expenses	\$3,890,135	\$3,904,200	\$3,936,300	\$3,963,700	\$15,694,335
Unfunded Programs	\$ 16,124	-\$ 125,700	-\$ 160,300	-\$ 187,700	-\$ 457,576

### D. Resources Needed from Washington State

Service, Program or Strategy	Description of funding or assistance needed from State
Base CTR Funding for Unfunded Programs and Financial Gaps	\$1,257,576
Base Funding GTEC for Liberty Lake and Spokane CBD	\$2,755,000