

City of Seattle Commute Trip Reduction Four-Year Plan Update: 2025–2029

Benefits of CTR

1. Describe the local land use and transportation context and objectives.

a. Describe the setting in the jurisdiction as it is today or will be in the near future.

The City of Seattle is centrally located within the Puget Sound region, the metropolitan area whose growth is broadly guided by goals set by the Puget Sound Regional Council (PSRC). PSRC’s VISION 2050 Plan envisions the region’s growth occurring in centers and alongside our transit investments. VISION 2050 allocates especially large shares of growth to five “metropolitan cities”—Seattle, Bellevue, Everett, Tacoma, and Bremerton. The City of Seattle continues to be one of the fastest growing major cities in the country, having added more than 175,000 jobs and 60,000 net new homes between 2010 and 2020, and is forecast to exceed one million residents over the next 20 years (Draft One Seattle Plan, 2024). To aid cities in accommodating this growth, Washington State legislators have recently passed laws to require local governments to allow for more housing density with duplexes, triplexes, or accessory dwelling units where they were previously barred from construction (e.g., Washington State Legislature House Bills 1110 and 1337, passed in 2023, increase housing density by requiring local governments to allow for middle housing and accessory dwelling units).

The COVID-19 pandemic, subsequent stay-at home orders issued by cities and states, and the unprecedented shift towards telecommuting had a drastic impact on travel patterns across the U.S., with Seattle being no exception. In September 2020, the Census Bureau’s Household Pulse Survey estimated that 48% of Seattle workers were working remotely. According to the Puget Sound Area Return to Work Survey conducted by Commute Seattle in partnership with SDOT in April and May 2021, one-third of worksites surveyed did not anticipate 100% of employees ever returning to on site and 8% of sites planned to continue primarily with remote work and limited on site presence. The shift in travel patterns and working models caused by the pandemic has had a major impact on when, how, and how often people physically commute to work.

In response to these rapid changes and to accommodate evolving transportation needs, the region has made unprecedented investments over the several last decades, with PSRC’s VISION 2050 outlining how the region could leverage those investments to help future growth shape more compact, walkable, transit-served neighborhoods. The future of transportation in the region includes more extensive light rail transit, streetcar routes, and bus networks, with light rail serving new lines within the city while also providing connection to Bellevue, Redmond, Shoreline, Federal Way and Lynnwood. New technological innovations in transportation such as Seattle’s digital parking permits for freight vehicles, shared transportation options (such as bike or scooter share and car share services), and the possible use of driverless vehicles in the future will change the way people travel to and around Seattle.

To accommodate this continued growth, the City and regional agencies developed an extensive framework of plans and outlined significant investments that will shape its future transportation system.

- **City of Seattle:** the City adopted the 20-year Seattle Transportation Plan (STP) in 2024 which, along with the One Seattle Comprehensive Plan update, will guide how transportation

investments will be made to align with the broader city goals of equity, housing affordability, access to economic opportunity and education, climate change, and more. A key goal is to provide reliable and affordable travel options that help people and goods get where they need to go. Our Climate Change Response Framework is another key document guiding the City's approach to transportation and mode shift. By 2030, we estimate that we can almost double the share of zero emission trips in Seattle through implementing the CCRF. We can make progress now by scaling up, innovating, and accelerating work such as Commute Trip Reduction. A successful climate response means making it easier to walk, roll, bike or take transit for most trips, while electrifying as many remaining necessary car and freight trips as possible. The CCRF outlines strategies that we at the City of Seattle and our partners need to implement to effectively respond to climate change – while maximizing impact by creating significant community benefits. Some of this work is included in the Seattle Transportation Plan through specific 'key moves' including: "CA5: Advance mobility management strategies to encourage walking, biking, and transit trips"; and "PG2: Make walking, biking, and rolling more convenient and enjoyable travel choices, especially for short trips". The City supports this work through the Seattle Transit Measure and the Seattle Transportation Levy. In 2014, Seattle voters approved the establishment of a Seattle Transportation Benefit District (STBD) within the City to specifically fund transportation improvements, as well as a first set of investments as part of STBD Proposition 1. In 2020, a different replacement package of investments called the Seattle Transit Measure (STM) was approved by 80% of voters to fund additional transit service, transit programs, and transit infrastructure until 2027. While the current Seattle Transportation Levy expires at the end of 2024 and represents 30% of SDOT's budget, a new Transportation Levy proposal was approved by Seattle area voters in November 2024. The eight-year \$1.55 billion Transportation Levy will provide funding to enhance the city's transportation infrastructure including building sidewalks, paving streets, repairing bridges, and improving transit connections – all of which contribute to Seattle's goals of reducing drive alone commutes through non-drive along trip options and improving transit operations and access.

- **Puget Sound Regional Council:** PSRC's Regional Transportation Plan anticipates \$300 billion in investments in the region's transportation network through 2050, 70% dedicated to investments in local and regional transit. Its VISION 2050 Plan lays the foundation for regional transportation investments to enhance connectivity within and between the region's major centers and identifies goals to reduce VMT (MPP-CC-12) and greenhouse gas (GHG) emissions (MPP-CC-3) by increasing alternatives to driving alone.
- **Sound Transit:** Voters approved the nearly \$54 billion Sound Transit 3 measure which is expanding light rail during the next 20 years, adding 33.7 miles and 19 new stations to its Link light rail network in the near term, ultimately providing Link connections to Everett, Bellevue, Redmond, Tacoma, Seattle, Issaquah, Kirkland and communities in between at ST3 full buildout. Most recently, the agency extended light rail service from Westlake to Northgate in 2021 and will add new service across Lake Washington to Bellevue and Redmond with a planned launch of 2025 for cross-I-90 service.
- **King County Metro:** Metro is partnering with the City of Seattle to evaluate and make improvements to its RapidRide system. Metro plans to increase transit by 70 percent by 2050 as well as introducing new mobility services to support all types of travel. Recent innovations include Metro's on-demand MetroFlex service. Metro's long-range plan, Metro Connects, outlines this work. Metro is also pursuing full fleet electrification with a goal of zero emissions by 2035, making

Metro one of the only large transit agencies in the country working toward a 100% zero-emissions fleet by 2035.

- **Community Transit:** Community Transit seeks to expand its services and is expanding its offerings of Swift, a synonym to Metro’s RapidRide service. Community Transit is also considering the introduction of new options such as micromobility, micro transit, and expansion of its on-demand services branded “Zip”. Prior to 2024’s Lynnwood Link expansion, Community Transit ran commuter services into downtown Seattle during peak hours. However, following Link expansion into Snohomish County, Community Transit significantly boosted local transit route frequency and availability, leading to enhanced connectivity between its service area and Seattle for commute and non-commute trips alike. Community Transit is also a partner in the Commute Trip Reduction program as it administers the CTR program on behalf of all affected Snohomish County municipalities except for the City of Everett.
- **Kitsap Transit:** Kitsap is investing in improvements to its routes that will attract and support higher ridership. Future growth will concentrate in core cities and around high-capacity transit (HCT) communities, including potential bus rapid transit (BRT) corridors. These communities include Bremerton, Silverdale, Bainbridge Island, Kingston, Port Orchard, and Poulsbo, all of which are home to many Seattle-bound commuters who use WSDOT ferries or Kitsap Fast Ferries to connect with Seattle worksites. Additionally, Kitsap Transit is introducing and expanding Sunday bus service for the first time in recent years.
- **Amtrak:** Amtrak is looking to improve its services in the Washington segment of the Cascades corridor over the next 20 years, including an integrated service-development plan for both Washington and Oregon. In addition, WSDOT is studying how high-speed ground rail might serve as a catalyst to transform the Pacific Northwest. This work represents an opportunity to build greater rail modeshare for regional travelers to Seattle.
- **WSDOT Ferries (WSF):** WSF’s long-range plan is focused on stabilizing an aging ferry fleet and needed investments in new, greener vessels through electrification. WSDOT is also exploring ways to modernize and enhance the customer experience through technology, transportation demand management solutions, and increased multimodal connections. This work represents a better and easier connection for Seattle area commuters who must use WSF’s Fautleroy Terminal in West Seattle or Colman Dock in Downtown Seattle to access the City and its transportation infrastructure.

b. Describe features of land use and transportation facilities and services that affect commuters.

Seattle has an established network of streets serving a highly urbanized land use pattern in addition to a lack of affordable housing that allows people to live near their workplaces due in part to local zoning regulations. Different land use strategies, such as more mixed-use developments where employees can live near where they work or Transit Oriented Development so people live near transit, will help to both reduce the number and length of commute trips as well as make alternative transportation options more feasible. As noted in the Seattle Transportation Plan: “City streets provide the essential functions of mobility, access, places for people, greening and landscaping, and storage for vehicles, bicycles, and more. The Seattle Transportation Plan (STP) represents the first time that we as a city have tackled these functions simultaneously, comprehensively, and at a citywide scale.” This approach represents a chance for Seattle to reconsider the use and allocation of its street space. Prioritizing street space so that it can be used by the most people, at most times of the day, and in a variety of ways will help the City solve the most urgent challenges today while also considering how the transportation system will evolve to

meet the growing demands of tomorrow. While many people still rely on a personal car as their primary transportation option, the City supports providing high-quality travel options, making a variety of travel modes more efficient and predictable for all trips. It also means reimagining the way that people use the right-of-way to include multiple public uses and amenities that make its neighborhoods and the city more livable – this work also represents opportunities to reduce commuters’ vehicle trips during the workday by allowing for easily accessible workday needs such as grabbing lunch or coffee at sidewalk cafes versus driving to the previous nearest option.

Housing affordability and availability continues to be a challenge for Seattle, as in most urban areas in the U.S. Over the last 10 years, the average annual Zillow Home Value Index for a detached home in Seattle more than doubled from \$415K to \$946K, far beyond what most Seattle-area households can afford. The median monthly cost of rent and basic utilities increased by 75% from \$1,024 in 2011 to \$1,787 in 2021. This results in displacement, with many workers moving farther away from where they work, and putting additional strain on the transportation network during peak hours given the resulting increase in Vehicle Miles Traveled (VMT). Recent laws (HB 1110, HB1337) passed by the Washington State legislature support the addition of housing capacity to help address these issues, beyond what municipalities had already allowed.

The One Seattle Plan aims to improve the supply, variety, and affordability of housing across the city. For nearly 30 years, Seattle’s Growth Strategy concentrated growth in Urban Centers and Villages. The updated plan outlines new and expanded opportunities for housing and growth near major transit investments and established centers and villages. In addition, new Neighborhood Centers will allow additional moderate-density housing around commercial nodes, bus rapid transit stops, and neighborhood amenities. This strategy for housing supply will provide greater opportunity for people to live within a short walk, bike, or transit ride to meet their commuting needs.

The One Seattle Plan aims to create more complete communities where Seattleites can gather with one another, meet their daily needs, and access what they love about their neighborhoods, all within an easy walk or bike, thus reducing reliance on automobiles. This Plan features new and expanded locations for growth, and focuses growth where residents can access transit, including light rail and high-quality bus service, close to home. It supports economically vibrant neighborhoods, strong business districts, and new opportunities for convenient amenities like neighborhood corner stores. Several elements include goals and policies to build more complete neighborhoods and a more connected city. However, local plans alone are not a guarantee that sufficient housing will be built, requiring additional strategies for transportation access including robust Commute Trip Reduction programs for people unable to live near work.

c. Describe whether and how commuting patterns have changed in the past few years.

The City’s CTR Program saw significant progress on core program goals during the 2021/2022 survey cycle.

- **Citywide CTR worksite Drive Alone Rate (DAR)** fell from 28.4% in 2019/2020 to 20.5% in 2021/2022 (a 7.9 percentage point decrease), surpassing the 2035/36 DAR target of 25.5%
- **Citywide VMT per employee** fell from 3.9 in 2019/2020 to 3.2 in 2021/2022 (an 18% drop), surpassing the 2035/36 target of 3.5 VMT
- **Absolute VMT** fell from 894,039 in 2019/2020 to 721,229 in 2021/2022 (19% reduction)

However, two challenges for the CTR program are:

- **Average length of driving trips** increased from 13.9 miles in 2019/2020 to 15.6 miles in 2021/2022 which is a large variance across CTR networks and industry. A network's average driving trip length is influenced by other factors, such as high housing costs pushing workers away from employment in central cities as well as industry and where those jobs are located. While not the core metric, this is something the SDOT team will need to keep an eye on in the event more employees start working from worksites more often. As more people who opt to drive travel farther distances, the City will see negative impacts on its greenhouse gas emissions goals, increased air pollution and congestion along longer stretches of roadway.
- **Citywide mode share:** While driving alone continues a steady decline to 20.5% of all trips in 2021/2022, transit, carpool, and walk/bike have also experienced declines from 2019/2020. The only mode share which increased was telecommuting which rose from 6.4% in 2019/2020 to 50.3% in 2021/2022, largely due to the COVID-19 pandemic. These changes in travel patterns may impact the CTR program's ability to reach employees who work hybrid schedules or telecommute and are no longer CTR-affected employees. Telecommuting has also introduced additional confusion into whether worksites should remain affected by the CTR law; while WSDOT has provided updated guidance to retain worksites in the program, pushback against participation is consistent.

Due to the significant drop in VMT per employee as well as new hybrid work schedules, in addition to continued expansion of transit service, DAR and VMT reductions are projected to continue a downward trend. Even as some employers implement Return to Office initiatives, their employees will have better and more frequent transit service than before COVID-19 that can be leveraged to avoid an upward trend in VMT / DAR. In general, SDOT expects to see performance around these metrics to match more aggressive anticipated reductions even as post-COVID-19 trends continue to establish themselves.

d. List the most important land use and transportation objectives from your city or county's plans that commute trip reduction most directly affects.

Seattle's 2013 Climate Action Plan aimed to reduce transportation emissions by 82% by 2030 (from a 2008 baseline). Additionally, per the City's Clean Transportation Electrification Blueprint (2021) integrated into the Climate Change Response Framework (released in 2023), Seattle's goal is to have 90% of all personal trips and 30% of all freight trips to be zero emission by 2030.

The Seattle Transportation Plan's includes a goal to "Provide reliable and affordable travel options that help people and goods get where they need to go" via actions to:

- PG2: Make walking, biking, and rolling more convenient and enjoyable travel choices, especially for short trips
- PG3: Create world-class access to transit and support making service more frequent and reliable
- PG4: Support access to jobs, freight movement, and growth in deliveries

PSRC's VISION 2050 Climate Change Action outlines several actions:

- T-Action-1 Regional Transportation Plan: PSRC will update the Regional Transportation Plan (RTP) to be consistent with federal and state requirements and the goals and policies of VISION 2050. The RTP will incorporate the Regional Growth Strategy and plan for a sustainable multimodal transportation system for 2050. The plan will identify how the system will be maintained and

efficiently operated, with strategic capacity investments, to provide safe and equitable access to housing, jobs, and other opportunities, as well as improved mobility for freight and goods delivery. Specific elements of the RTP continued updates to the regional integrated transit network (including high-capacity transit, local transit, auto and passenger ferries), the Active Transportation Plan, and other important system components.

- CC-Action-1 Greenhouse Gas Strategy: Promote effective actions to reduce greenhouse gases, such as vehicle miles traveled (VMT) reduction, conversion to renewable energy systems in transportation and the built environment (e.g. electrification), and reduction in embedded carbon in new infrastructure and development. Include a measurement framework to inform the evaluation of transportation investments and local comprehensive plans.
- DP-Action-9 Mode Split Goals for Centers: Each city with a designated regional growth center and/or manufacturing/industrial center will establish mode split goals for these centers and identify strategies to encourage transportation demand management and alternatives to driving alone.

King County Metro’s Long-Range Plan “Metro Connects” outlines the following goals:

- 15-20% reduction in per capita VMT
- \$2,000 savings a year by commuting on transit for residents using Metro services
- 1.9M metric tons of GHG emissions reduced annually

e. Describe critical aspects of land use and transportation that should be sustained and key changes that should be considered to improve commute trip reduction’s contribution to the land use and transportation objectives you reference.

Housing affordability and availability is an important factor in how people commute to work. As housing costs continue to rise and many employees move further outside of the city, transit trips become more challenging and auto-dependence increases. With 7 out of 10 new jobs in the region projected to be located within Seattle, the City will need to enable new housing to accommodate this growth. As housing in Seattle becomes denser, the transportation network must keep up with increased demand, providing mobility options and access for everyone who needs it. With a mature street network, Seattle has limited right of way and must make efficient use of its streets by investing in options that move more people more efficiently. Walking, rolling, biking, and riding transit provide that higher capacity within the available road space and the options support business and commercial needs, allowing necessary driving trips to occur and minimizing the environmental impacts of these trips.

Seattle’s Comprehensive Plan broadly envisions convenient neighborhoods where locating new homes, essential destinations, and transportation options closer together create a city where people can easily choose from multiple travel options. This results in less frequent driving, especially for short distances, and helps advance the City’s sustainability goals. The STP reflects the different urban forms or place types in the city—commercial and mixed use, residential, and manufacturing and industrial centers (MICs)—and how different transportation elements can support a variety of land uses and activities.

In addition, the region’s efforts to continue to build out the regional transportation network and provide a variety of transportation options will make the choice to use non-drive alone modes viable options in more geographies and for more types of trips. While the city met its overall DAR and VMT targets, several networks saw increases in DAR and/or VMT (i.e., East Seattle and Capitol Hill). While there may

be multiple factors at play, the types of industries located in these neighborhoods (e.g., medical) or access to transportation options may also be affecting the ability for employers in those areas to meet their DAR/VMT targets. Therefore, further investment or support in those areas may be needed from SDOT and its regional partners.

In recent years, SDOT has emphasized extending the reach of the CTR program benefits to smaller employers (particularly in the Center City) and engaging more voluntary sites. In 2021/2022, there were 25 voluntary sites participating in the program with 1,972 employees. Voluntary sites are often worksites poised to eventually become CTR-affected or which were until recently affected. By engaging these worksites early in their employee growth trajectory, SDOT and its partners can achieve DAR and VMT goals before they are a worksite requirement. This sets employers and their staff up for program success once they do become affected by CTR regulations. Furthermore, by partnering with Seattle's Transportation Management Association, Commute Seattle, SDOT has supported a one-stop shop for businesses of all sizes to access information and programs related to better commutes.

2. Describe how the CTR program will help achieve the jurisdiction's land use and transportation objectives.

a. Describe how and to what extent your CTR program will help your city or county achieve the land use and transportation objectives referenced in question 1.

According to the latest 2022 data from the U.S. Census Bureau 39% of all workers who live in Seattle drive alone for their commutes. This figure is higher than the DAR of 20.5% the CTR program recorded in 2021/2022. These results demonstrate that Seattle's Commute Trip Reduction program directly contributes to the City of Seattle's goals around greenhouse gas emission reductions, lowered VMT, and the leveraging of new and future land use policies and transportation investments. When people can live closer to where they work and have non-drive alone options, it becomes easier for the City to reduce its transportation-generated negative impacts and also improve results through the Commute Trip Reduction program.

The city's DAR and VMT targets, prior to this 2025-2029 plan, were determined based on analysis of past CTR survey data and a 2035 future DAR target of 25%, which was identified as the citywide commute trip goal by the 2015 Move Seattle Plan and as the citywide all trips goal by the Seattle 2035 Comprehensive Plan. Due to the performance from the 2023/2024 survey cycle, the City has updated its DAR and VMT targets to be even more ambitious to further help the city reach its goal of reducing carbon emissions by 82% from 2008 levels by 2030.

The CTR program also helps promote economic vitality by providing reliable and affordable travel options for employees to get them where they need to go while reducing congestion. Many of the CTR requirements are often viewed as benefits that help employers attract and retain workers as well as customers by freeing up parking spaces at worksites for temporary customer use.

3. Describe how the CTR program will help achieve the jurisdiction's environmental objectives.

a. Describe how the CTR program will support jurisdiction greenhouse gas emission reduction efforts.

The Seattle Department of Transportation (SDOT) Climate Change Response Framework, and the Clean Transportation Electrification Blueprint, further outlines Seattle’s goals around transportation transformation by aiming to shift 90% of all personal trips and 30% of all freight trips in the city to be zero emission by 2030; these goals were originally outlined in the City’s 2021 Clean Transportation Electrification Blueprint. Beyond Seattle’s borders, King County identified a goal to reduce VMT per capita by 15-20% and GHG emissions by 1.9M metric tons annually. The CTR Program also supports the PSRC’s Greenhouse Gas Strategy (with its goal to reduce greenhouse gas emissions to 80% below 1990 levels by 2050) and King County’s VMT and GHG reduction goals by encouraging the use of more efficient transportation options, such as transit, carpool, vanpool, biking, and rolling.

The CTR program helps the region reach these goals by encouraging and supporting more sustainable alternatives to driving alone. For example, GHG emissions per CTR employee have fallen 51.0% between 2007/2008 and 2021/2022.

As SDOT updates its DAR and VMT projections, we anticipate significant associated reductions in GHG emissions. With the increased adoption of electric and hybrid vehicles, SDOT is also investigating how to reflect associated changes to GHG emissions in future CTR surveys. This will support more accurate GHG emissions profiles for worksites and employees.

b. Describe how the CTR program will support jurisdiction environmental objectives in addition to greenhouse gas emission reductions.

In addition to GHG reductions, the CTR program helps improve neighborhood air quality and health outcomes by promoting clean, sustainable travel options. The reduced reliance on driving alone helps the city remain resilient against climate change and its potential impacts. Transit, bicycling, walking, and shared transportation services reduce collisions, stress, noise, and air pollution, while increasing social contact, economic vitality, affordability, and overall health. They also help use right-of-way space more efficiently and at lower costs. Finally, encouraging more walking, biking, and shared mobility trips – as well as first mile / last mile options, means a more active and vibrant public realm.

4. Describe how your CTR program will help achieve regional and state objectives.

a. Summarize the local, regional, and state benefits that would be gained if you achieve your CTR targets.

- **Local:** The Seattle Transportation Plan and the Climate Change Response Framework both outline goals for the City of Seattle to achieve related to transportation. The CTR program can help the City achieve its mode split targets in reducing drive alone trips and VMT for employees working within city limits. The targets positively influence climate targets laid out in the Climate Change Response Framework in addition to the number of trips that are carbon neutral as outlined in the City’s Clean Transportation Electrification Blueprint from 2021.
- **Regional:** Support a comprehensive transportation system for all modes of travel. This also aligns with the VISION 2050 goal to reduce GHG emissions to 80% below 1990 levels and calls for climate resilience and adaptation.

- **State:** directly supports the State’s Commute Trip Reduction law to improve air quality, reduce congestion, and encourage alternatives to driving alone since the City’s CTR program was developed in response to the state law.

b. List adjacent CTR-affected cities and counties.

- King County
- Bellevue
- Burien
- SeaTac
- Kirkland
- Renton
- Tukwila

c. Describe the top few cross-border and regional transportation issues that affect your jurisdiction.

- **Cross-border commuting:** As the economic hub in the region, many Seattle employees live in other cities and commute into the city. While Seattle has a role in reaching these employees via their employers, Seattle must rely on regional partnerships to ensure connectivity and access to transportation options extending beyond city boundaries. Additionally, Seattle sits in the middle of regional economic centers of Bremerton, Tacoma, Bellevue/Redmond, and Everett with many commuters passing through Seattle while on the way to another regional center – many of these employees do not have access to efficient non-drive alone transportation options, increasing Seattle area congestion.
- **Improved data-sharing:** It is important for Seattle to track, as much as possible, current transportation programs from peer organizations (primarily King County Metro but also Sound Transit; and those operating in jurisdictions like Pierce, Kitsap, and Snohomish counties that may touch Seattle commuters at their trip origins) to avoid duplicative services as well as share best practices and insights.

d. Describe the strategies you, adjacent cities and counties, and your region have agreed to use to address the top issues described in the previous bullet.

- **Multi-jurisdictional coordination:** Improved coordination at the regional level to ensure other jurisdictions are aware of each other’s programming and working together toward shared goals. Active participation in regional / state groups such as CTR Implementers group, TDM Technical Committee, and more supports sharing and coordination.
- **TDM Inventory:** Develop and maintain a living document to track current and future TDM programs in the region through PSRC.

Performance targets

5. List your jurisdiction’s CTR performance target(s).

a. List performance targets that reflect only CTR-affected worksites

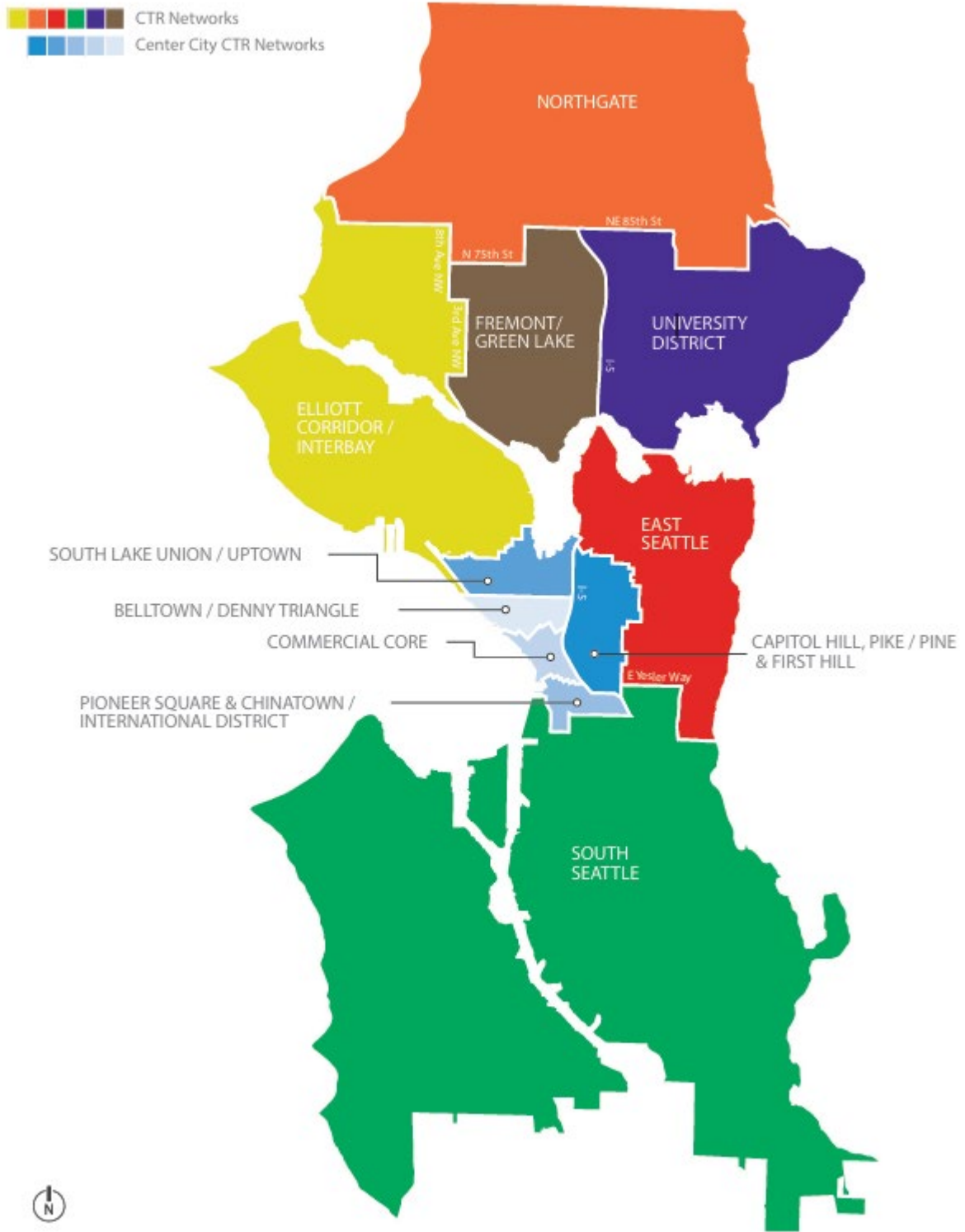
The following Drive Alone Rates represent Seattle’s Commute Trip Reduction goals through the 2029 CTR Four-Year Plan year. The CTR program used a modal trip-based calculator created as part of the Seattle Transportation Plan to determine updated targets. Seattle has 11 CTR “networks” or neighborhood groups, each of which will have individual targets in addition to the citywide target.

[NOTE to reviewers: The targets are currently a draft that will be updated following Seattle’s 2024 Fall CTR Survey. WSDOT did not allow jurisdictions to use data collected prior to 2023 to set goals. We expect these goals to adjust to a less aggressive DAR goal (meaning the DAR will be higher than the below) overall based on recent Return To Office mandates that increase Drive Alone Rates – this section will be updated upon receipt of CTR Survey data and WSDOT is aware of this WSDOT self-imposed contingency.]

Timeline :

- **REQUIRED** -- By Sept 21 EOD: Submit to Puget Sound Regional Council for required approvals
 - PSRC commits to returning plans by November 1 if received by deadline
- **REQUIRED** -- By Dec 1: Submit to TDM Technical Committee at WSDOT for required approvals
- **REQUIRED** -- By June 30, 2025: present to Council for adoption (required by WSDOT)
 - 2025-2029 4-year plan is official]

| Network | 2024 DAR Target | 2026 DAR Target | 2028 DAR Target |
|---------------------------------------------------|-----------------|-----------------|-----------------|
| Citywide | 19.8% | 19.2% | 18.5% |
| Belltown & Denny Triangle | 14.5% | 14.2% | 13.8% |
| Capitol Hill, Pike/Pine, & First Hill | 33.9% | 33.1% | 32.2% |
| Commercial Core | 13.3% | 12.9% | 12.6% |
| East Seattle | 47.0% | 45.8% | 44.6% |
| Elliot Corridor/Interbay | 24.2% | 23.6% | 22.9% |
| Fremont/Green Lake | 18.5% | 18.0% | 17.6% |
| Northgate | 38.0% | 37.0% | 36.1% |
| Pioneer Square & Chinatown/International District | 7.9% | 7.7% | 7.5% |
| South Lake Union & Uptown | 16.9% | 16.4% | 16.0% |
| South Seattle | 38.5% | 37.5% | 36.5% |
| U District | 33.5% | 32.7% | 31.8% |



b. List any additional numeric performance targets.

Vehicle Miles Traveled (VMT) is tracked at a site and CTR network level with the goal of reducing VMT each CTR survey. [Reviewer note: VMT goals will be elaborated at the network level upon receipt of Fall 2024 CTR Survey results along with DAR goals outlined above. This survey timeframe was previously approved by TDM Technical Committee for the required DAR goal finalization]

Greenhouse Gas Emissions (GHG) is tracked at a site and CTR network level with the goal of reducing GHG each CTR survey. However, GHG is not currently used as a performance target for sites or CTR networks as part of the CTR program.

6. List the base value you’ll use for each performance target.

a. Provide the number you’ll use as the starting point for each performance target. you’ll measure the difference between this number and your target, to report performance.

Performance targets will be tied to CTR survey results. We will establish a base value during the 2023-2025 survey cycle (Fall 2024) and measure progress using 2025-2027 and 2028-2029 survey results.

7. Describe the method you used to determine the base value for each target.

a. Provide the source for each base value listed.

Performance targets will be tied to CTR survey results. We will establish a base value during the 2023-2025 survey cycle (Fall 2024) and measure progress using 2025-2027 and 2027-2029 biennial survey results.

8. Describe how you’ll measure progress toward each target.

a. List the method you’ll use to measure progress for each target.

We will measure progress using the 2025-2027 and 2027-2029 biennial survey results.

9. List your jurisdiction’s CTR-affected worksites.

a. List all your CTR-affected sites.

The below list reflects the City of Seattle’s CTR-affected worksites listed as of August 27, 2024.

| Company Name | State ID C-Code | CTR neighborhood |
|--------------------------|-----------------|---------------------------------------------------|
| A Place for Rover, Inc. | C80197 | Belltown & Denny Triangle |
| ABC Legal Services | C80198 | Pioneer Square & Chinatown/International District |
| Adaptive Biotechnologies | C80199 | East Seattle |
| Adobe Systems | C80200 | Fremont/Green Lake |
| AECOM | C80201 | Commercial Core |
| Airbnb | C80202 | Belltown & Denny Triangle |
| Allen Institute | C80540 | South Lake Union & Uptown |
| Amazon North of Denny | C80203 | South Lake Union & Uptown |

| Company Name | State ID C-Code | CTR neighborhood |
|---------------------------------------------------|-----------------|---------------------------------------------------|
| Amazon South of Denny | C80206 | Belltown & Denny Triangle |
| Apple | C80207 | South Lake Union & Uptown |
| Asian Counseling and Referral Service (ACRS) | C80208 | South Seattle |
| Avamere Rehabilitation | CXXXXX | South Seattle |
| Avanade, Inc. | C80209 | Commercial Core |
| Avvo | C80210 | Belltown & Denny Triangle |
| Axon | C80211 | Belltown & Denny Triangle |
| Ballard Fred Meyer | CXXXXX | Elliott Corridor/Interbay |
| Bank of America | C80212 | Commercial Core |
| BDO USA LLP | C80213 | Commercial Core |
| Ben Bridge Jeweler, Inc | C80214 | Belltown & Denny Triangle |
| Benaroya Research Institute at Virginia Mason | CXXXX7 | Capitol Hill, Pike/Pine, & First Hill |
| Best Buy Technology Development Center | C80215 | South Lake Union & Uptown |
| Bill & Melinda Gates Foundation | C80217 | South Lake Union & Uptown |
| Blackrock | C80218 | Commercial Core |
| BloodworksNW (Puget Sound Blood Center) | C80219 | Capitol Hill, Pike/Pine, & First Hill |
| BMW Seattle | C80562 | South Seattle |
| Boyd Corp | C80274 | Elliott Corridor/Interbay |
| Brighton Jones LLC | C80564 | Belltown & Denny Triangle |
| Bristol Myers Squibb | C80220 | South Lake Union & Uptown |
| Brooks Sports | C80221 | Fremont/Green Lake |
| Brown and Caldwell | C80222 | Commercial Core |
| Bruker Spatial Biology, Inc. | C80327 | South Lake Union & Uptown |
| CallisonRTKL | C80223 | Commercial Core |
| Cascade Designs Inc | C80225 | South Seattle |
| Casey Family Programs | C80226 | Belltown & Denny Triangle |
| CenturyLink | C80229 | Belltown & Denny Triangle |
| City of Seattle - Charles Street | C80232 | Pioneer Square & Chinatown/International District |
| City of Seattle - City Light North Service Center | C80236 | Northgate |
| City of Seattle - City Light South Service Center | C80237 | South Seattle |
| City of Seattle - Civic Center | C80231 | Commercial Core |
| City of Seattle - Parks and Recreation Department | C80238 | South Seattle |
| City of Seattle - Water Utilities Field Operation | C80235 | South Seattle |
| City University of Seattle | C80239 | Belltown & Denny Triangle |
| Committee for Children | C80242 | Belltown & Denny Triangle |
| Community Health Plan of WA | C80243 | Commercial Core |
| ComTech | C80244 | Belltown & Denny Triangle |
| Convoy Inc | C80245 | Commercial Core |
| Darigold, Inc. | C80248 | South Seattle |

| Company Name | State ID C-Code | CTR neighborhood |
|----------------------------------------------------------------------------------------------------------|-----------------|---------------------------------------------------|
| Davis Wright Tremaine LLP | C80249 | Commercial Core |
| Dell | C80250 | Pioneer Square & Chinatown/International District |
| Deloitte | C80251 | Commercial Core |
| Delta Dental of Washington | C80252 | South Lake Union & Uptown |
| Delta Marine Industries Inc | C80471 | Outside Seattle |
| DocuSign, Inc. | C80254 | Commercial Core |
| DoorDash | C80563 | South Lake Union & Uptown |
| Downtown Emergency Services Center | C80257 | Pioneer Square & Chinatown/International District |
| DSHS - Airport Way | C80438 | South Seattle |
| DSHS - Cherry Street/Capitol Hill Community Service Office and Developmental Disabilities Administration | C80440 | East Seattle |
| Edelman | C80259 | Commercial Core |
| Elevate Outdoor Collective (formerly K2 Corporation) | C80261 | Commercial Core |
| Evergreen Goodwill of Northwest Washington | C80275 | Pioneer Square & Chinatown/International District |
| Expedia | C80263 | Elliott Corridor/Interbay |
| Expeditors International of Washington, Inc. | C80264 | Commercial Core |
| ExtraHop Networks, Inc | C80265 | Commercial Core |
| F5 | C80266 | Elliott Corridor/Interbay |
| First Choice Health, Inc. | C80267 | Commercial Core |
| Foss Home | C80268 | Northgate |
| Foster Garvey PC | C80545 | Commercial Core |
| Four Seasons Hotel Seattle | C80557 | Commercial Core |
| Fred Hutchinson Cancer Center | C80270 | South Lake Union & Uptown |
| Getty Images | C80272 | Pioneer Square & Chinatown/International District |
| Gilead Sciences Inc. | C80273 | East Seattle |
| Google Fremont | C80276 | Fremont/Green Lake |
| Google SLU | C80277 | South Lake Union & Uptown |
| Grand Hyatt Seattle | C80278 | Belltown & Denny Triangle |
| Grange Insurance Association | C80279 | Belltown & Denny Triangle |
| Greystar Management Services LP | C80281 | Commercial Core |
| Harborview Medical Center | C80283 | Capitol Hill, Pike/Pine, & First Hill |
| Hargis Engineers, Inc. | C80284 | Commercial Core |
| HBO | C80285 | Belltown & Denny Triangle |
| Holland America Group | C80286 | South Lake Union & Uptown |
| HomeStreet Bank | C80287 | Commercial Core |

| Company Name | State ID C-Code | CTR neighborhood |
|-------------------------------------------------|-----------------|---------------------------------------------------|
| Horizon House | C80288 | Capitol Hill, Pike/Pine, & First Hill |
| Impinj, Inc. | C80290 | South Lake Union & Uptown |
| Indeed | C80291 | Commercial Core |
| Institute for Systems Biology | C80292 | South Lake Union & Uptown |
| JPMorgan Chase | C80293 | Commercial Core |
| K&L Gates LLP | C80294 | Commercial Core |
| Kaiser Northgate | C80295 | Northgate |
| Kaiser Permanente Central Campus | C80296 | Capitol Hill, Pike/Pine, & First Hill |
| Kaiser Permanente Met Park | C80297 | Belltown & Denny Triangle |
| Key Bank | C80299 | Commercial Core |
| King County Government Atlantic/Central Base | C80305 | South Seattle |
| King County Government Chinook Building | C80301 | Commercial Core |
| King County Government Correctional Facility | C80304 | Commercial Core |
| King County Government King County Courthouse | C80302 | Commercial Core |
| King County Government King Street Center | C80307 | Pioneer Square & Chinatown/International District |
| King County Government Youth Services Center | C80303 | Capitol Hill, Pike/Pine, & First Hill |
| Kline Galland Home | C80565 | South Seattle |
| KPFF Consulting Engineers | C80309 | Commercial Core |
| KPMG LLP | C80310 | Belltown & Denny Triangle |
| Labcorp | C80311 | East Seattle |
| Lane Powell PC | C80312 | Commercial Core |
| Liberty Mutual | C80313 | Commercial Core |
| Lighthouse For The Blind Inc | C80314 | South Seattle |
| LMN Architects | C80550 | Commercial Core |
| Magnusson Klemencic Associates, Inc. | C80315 | Commercial Core |
| Marchex | C80316 | Commercial Core |
| MCG Health | C80317 | Commercial Core |
| McKinstry | C80318 | South Seattle |
| Mercer | C80319 | Commercial Core |
| Meta - Arbor Blocks 300 | C80561 | South Lake Union & Uptown |
| Meta - Dexter | C80320 | South Lake Union & Uptown |
| Meta - Stadium | C80321 | South Seattle |
| MG2 | C80322 | Commercial Core |
| Miller Nash Graham & Dunn | C80323 | Belltown & Denny Triangle |
| Milliman, Inc. | C80324 | Commercial Core |
| Mithun | C80325 | Commercial Core |
| Moss Adams LLP | C80326 | Commercial Core |

| Company Name | State ID C-Code | CTR neighborhood |
|-------------------------------------------------------|-----------------|---------------------------------------------------|
| NBBJ | C80328 | South Lake Union & Uptown |
| NOAA Montlake | C80330 | East Seattle |
| NOAA Sandpoint | C80329 | U District |
| Nordstrom Store 1 Downtown Seattle | C80331 | Commercial Core |
| Nordstrom Store 803/807 Employees and Product Group | C80332 | Commercial Core |
| North Seattle College | C80333 | Northgate |
| Northwest Administrators Inc | C80334 | East Seattle |
| Northwest Justice Project | C80335 | Pioneer Square & Chinatown/International District |
| Oracle America, Inc | C80339 | Commercial Core |
| Outdoor Research Inc | C80340 | South Seattle |
| Pacific Northwest National Labs - PNNL | C80341 | South Lake Union & Uptown |
| Pacific Research | C80472 | Outside Seattle |
| PacMed Clinic Beacon Hill | C80343 | South Seattle |
| PacMed Clinic Madison | C80344 | Capitol Hill, Pike/Pine, & First Hill |
| Parametric | C80345 | Belltown & Denny Triangle |
| PATH | C80346 | Belltown & Denny Triangle |
| PCC Markets | C80348 | Elliott Corridor/Interbay |
| PEMCO Insurance Company | C80349 | South Lake Union & Uptown |
| Perkins Coie | C80351 | Commercial Core |
| PitchBook | C80353 | Commercial Core |
| PopCap (Electronic Arts) | C80260 | Commercial Core |
| Port of Seattle | C80544 | Belltown & Denny Triangle |
| PricewaterhouseCoopers | C80355 | Commercial Core |
| Providence Mount St. Vincent | C80356 | South Seattle |
| Publicis | C80357 | South Lake Union & Uptown |
| Qualtrics | C80358 | Commercial Core |
| Redfin | C80547 | Belltown & Denny Triangle |
| Renaissance Seattle | C80361 | Commercial Core |
| Russell Investments | C80362 | Commercial Core |
| Salesforce | C80398 | Fremont/Green Lake |
| Saltchuk | C80269 | Elliott Corridor/Interbay |
| Sea Mar Community Health Centers | C80363 | South Seattle |
| Seattle Aquarium | C80559 | Commercial Core |
| Seattle Art Museum | C80364 | Commercial Core |
| Seattle Central College | C80365 | Capitol Hill, Pike/Pine, & First Hill |
| Seattle Children's 818 Stewart | C80372 | Belltown & Denny Triangle |
| Seattle Children's Building Cure/Olive Lab | C80371 | Belltown & Denny Triangle |
| Seattle Children's Hospital | C80369 | U District |

| Company Name | State ID C-Code | CTR neighborhood |
|----------------------------------------------------------------|-----------------|---------------------------------------------------|
| Seattle Children's Jack MacDonald Building/West 8th | C80366 | Belltown & Denny Triangle |
| Seattle Children's Magnuson (formerly 70th and Sand Point Way) | C80370 | U District |
| Seattle Children's Research Institute 307 Westlake | C80368 | South Lake Union & Uptown |
| Seattle Convention Center | C80560 | Commercial Core |
| Seattle Housing Authority | C80374 | South Lake Union & Uptown |
| Seattle Mariners | C80567 | South Seattle |
| Seattle Metropolitan Credit Union (SMCU) | C80375 | South Seattle |
| Seattle Pacific University | C80376 | Elliott Corridor/Interbay |
| Seattle School District Stanford Center | C80377 | South Seattle |
| Seattle University | C80378 | Capitol Hill, Pike/Pine, & First Hill |
| Security Properties | C80379 | Commercial Core |
| Sellen Construction Company | C80381 | South Lake Union & Uptown |
| Shannon and Wilson, Inc. | C80541 | Fremont/Green Lake |
| Sheraton Seattle Hotel | C80542 | Commercial Core |
| Sinclair Broadcast Group | C80382 | South Lake Union & Uptown |
| Slalom LLC | C80383 | Pioneer Square & Chinatown/International District |
| Snap Inc | C80546 | Commercial Core |
| Sound Transit | C80384 | Pioneer Square & Chinatown/International District |
| South Seattle College | C80385 | South Seattle |
| SSA Marine | C80387 | South Seattle |
| Starbucks Coffee Company | C80388 | South Seattle |
| State of Washington Attorney General's Office | C80436 | Commercial Core |
| Stoel Rives LLP | C80389 | Commercial Core |
| Swedish Medical Center Ballard | C80396 | Elliott Corridor/Interbay |
| Swedish Medical Center Cherry Hill | C80394 | East Seattle |
| Swedish Medical Center First Hill | C80397 | Capitol Hill, Pike/Pine, & First Hill |
| Swedish Medical Center Met Park | C80391 | Belltown & Denny Triangle |
| Swedish Medical Group Bank of America | C80392 | Commercial Core |
| Swedish Medical Group Cherry Hill | C80393 | East Seattle |
| Swedish Medical Group Minor & James Medical Clinic | C80395 | Capitol Hill, Pike/Pine, & First Hill |
| TEGNA | C80300 | South Seattle |
| The Boeing Company | C80399 | South Seattle |
| The Fairmont Olympic Hotel | C80400 | Commercial Core |
| The Polyclinic Madison | C80401 | Capitol Hill, Pike/Pine, & First Hill |
| The Seattle Times | C80403 | South Lake Union & Uptown |

| Company Name | State ID C-Code | CTR neighborhood |
|---------------------------------------------------|-----------------|---------------------------------------------------|
| The Westin Seattle | C80404 | Belltown & Denny Triangle |
| Tommy Bahama Group, Inc | C80405 | South Lake Union & Uptown |
| Transforming Age Associates Skyline Branch | C80558 | Capitol Hill, Pike/Pine, & First Hill |
| Trident Seafoods Corporation | C80407 | Elliott Corridor/Interbay |
| Trupanion | C80566 | South Seattle |
| U.S. Bank | C80417 | Commercial Core |
| Uber Technologies Inc. | C80408 | Commercial Core |
| UBS Financial Services Inc. | C80409 | Commercial Core |
| United Parcel Service | C80410 | South Seattle |
| United Way of King County | C80411 | Commercial Core |
| University of Washington Main Campus | C80415 | U District |
| University of Washington Medical Center Northwest | C80414 | Northgate |
| University of Washington SLU School of Medicine | C80413 | South Lake Union & Uptown |
| US Army Corp of Engineers | C80543 | South Seattle |
| US Coast Guard Pier 36 | C80418 | South Seattle |
| US Govt. - Dept of Veterans Affairs | C80421 | Commercial Core |
| US Govt. - EPA | C80423 | Commercial Core |
| US Govt. - Federal Bureau of Investigation | C80424 | Commercial Core |
| US Govt. - Health and Human Services | C80425 | Commercial Core |
| US Govt. - Housing/Urban Development | C80419 | Commercial Core |
| US Govt. - Internal Revenue Service | C80426 | Commercial Core |
| US Govt. - US Attorney's Office | C80416 | Belltown & Denny Triangle |
| USI Kibble & Prentice | C80428 | Commercial Core |
| UW Physicians | C80429 | Commercial Core |
| VA Hospital (Puget Sound Health Care) | C80420 | South Seattle |
| Virginia Mason Medical Center First Hill | C80430 | Capitol Hill, Pike/Pine, & First Hill |
| Vulcan LLC. | C80432 | Pioneer Square & Chinatown/International District |
| Walt Disney Technology Solutions and Services | C80433 | Commercial Core |
| Washington Athletic Club | C80434 | Commercial Core |
| Washington Federal | C80435 | Commercial Core |
| Washington State Bar Association | C80437 | Commercial Core |
| Washington State Ferries | C80441 | Belltown & Denny Triangle |
| WatchGuard Technologies, Inc. | C80442 | Pioneer Square & Chinatown/International District |
| Wells Fargo Bank | C80443 | Commercial Core |
| Weyerhaeuser | C80444 | Pioneer Square & Chinatown/International District |
| Williams Kastner | C80445 | Commercial Core |

| Company Name | State ID C-Code | CTR neighborhood |
|----------------------|-----------------|--------------------|
| Willis Towers Watson | C80539 | Commercial Core |
| Woodland Park Zoo | C80446 | Fremont/Green Lake |
| WSP USA | C80447 | Commercial Core |
| YMCA Downtown | C80448 | Commercial Core |
| ZGF Architects LLP | C80449 | Commercial Core |
| Zillow, Inc. | C80450 | Commercial Core |

10. List a performance target for each CTR-affected worksite.

a. For any performance targets tied to the CTR survey, indicate that you’ll establish performance targets during the 2023-2025 survey cycle.

Each worksite is in 1 of 11 Seattle CTR networks. Each network has its own goal outlined in section **Performance Targets - 5. List your jurisdiction’s CTR performance target(s)** above. In the list of worksites above, the list includes each worksite’s CTR network. This can be compared with CTR network goals from 2024 through 2029 in section 5.

11. List the base value you’ll use for each site.

a. For any performance targets tied to the CTR survey, indicate that you’ll establish a base value during the 2023-2025 survey cycle.

Each site will use the Fall 2024 CTR survey for its base value.

Services and Strategies

12. Describe the services and strategies your jurisdiction will use to achieve CTR targets.

- CTR Support:** SDOT, through a contract with Commute Seattle (our local Transportation Management Association (TMA)), provides support to CTR-affected employers in the city, including employers’ CTR program development, implementation, and surveying.

In addition, SDOT identified the following strategies to further support employers in achieving their CTR targets:

- **Update the CTR policy:** Redefine a CTR-affected employee to include employees who telecommute full-time, part-time, or occasionally to align with WSDOT guidance.
- **Reach new employers:** Review employment data to identify newly established businesses that may be CTR-affected.
- **Strategically expand the CTR survey:** Consider additional questions to understand PM commutes, multi-leg trips, program effectiveness, and even capturing all trips.
- **Facilitate benchmarking and sharing of best practices:** Support a regional CTR dashboard and best practice to CTR-affected employers to help with benchmarking, sharing of knowledge and networking.

2. **Strengthen program marketing:** Adopt the Flip Your Trip brand consistently as the city's TDM branding and develop a social media strategy to reach more people.
 3. **Develop refreshed custom resources:** Develop new resources tailored to different audiences (e.g., shift workers, hospitality works, etc.) to secure buy-in and engagement.
- **Build and maintain a TDM Inventory:** Track and promote all mobility initiatives and programs in the region.

13. Describe how jurisdiction services and strategies will support CTR-affected employers.

- **SDOT CTR requirements:** The City of Seattle's CTR program requires employers to offer staff two strategies from three different categories that support non-drive alone trip use: Category A – Employee information and amenities; Category B – Subsidies and modal support ; Category C – Parking management. Adherence and provision of these strategies is confirmed through a site's biennial CTR Program Report submission.
- **Commute Seattle:** SDOT is a funding partner of Commute Seattle, the city's TMA, that provides compliance support, resources, and survey assistance to CTR-affected employers and the City's Transportation Management Program-affected buildings. With Commute Seattle, CTR employers are able to get program support and have a one-stop-shop for questions and support.
- **ORCA Business Program:** Local transit agency King County Metro offers two transit benefit programs – ORCA Business Choice and ORCA Business Passport – to help employers comply with CTR requirements and provide transit benefits to employees. These programs are advertised through SDOT's partner organization, Commute Seattle.
- **Seattle Ordinance 123397:** Established the Seattle Transportation Benefit District (STBD) to support transportation investments. These transportation investments allow CTR employees to choose among various non-drive alone options to commute.
- **Seattle Commuter Benefit Ordinance:** This 2020 ordinance requires for-profit employers with more than 20 employees worldwide to offer pre-tax payroll deduction for transit passes or to achieve compliance through the purchase of transit passes for staff through the ORCA Business Program. This ordinance impacts a large number of CTR employers who must, at a minimum, allow their staff to pay for their own transit passes via pre-tax payroll deductions.
- **Flip Your Trip:** SDOT's TDM marketing program that provides communications, education, and occasionally incentives to encourage the use of transportation options. CTR employers, along with Seattle residents and visitors, are provided tools through Flip Your Trip to advertise commute alternatives to their employees.
- **Transit GO Ticket app:** This app may be leveraged to provide rewards for non-driving trips in partnership with King County Metro and other regional agencies. In addition, Transit GO offers a digital ticketing option for many Puget Sound transit providers whose transit pass cards are not fully digitized as of Autumn 2024. CTR employers, employees, residents and visitors can all take advantage of this fare payment option to incentivize non-drive alone trips.
- **CTR Surveys:** CTR Surveys help SDOT collect and analyze data about employers and their employees' commutes as it relates to the CTR program. This data is then shared with CTR employers who can track their progress at reducing DAR and VMT.

- **CTR Program Reports:** CTR Program Reports help SDOT collect and analyze data about employers and their commuter benefits as it relates to the CTR program and SDOT CTR requirements (described below).

14. Describe barriers your jurisdiction must address to achieve CTR targets.

a. Describe how you'll address these barriers.

- **Funding:** While CTR funding has increased significantly under a new funding formula launched in the most recent WSDOT 2023-2025 biennium, it is not certain that funding will continue at this level. Therefore, the uncertainty of future funding may impact SDOT's ability to provide the same level of support to more CTR-affected employers and ongoing marketing efforts via Flip Your Trip.

Proposed mitigation: Staff will reserve team capacity to pursue grant funding opportunities.

- **Staff capacity:** While SDOT has a dedicated CTR & TDM Lead, the position's bandwidth is already full managing existing program elements. Therefore, if SDOT seeks to expand the CTR program and reach new CTR-affected employers, additional capacity will be needed.

Proposed mitigation: Explore scalable solutions to staff capacity issues including new or expanded partnerships with partner organizations.

- **Shift-based employee schedules:** Employees working shift schedules have fewer transportation options, whether because transit schedules do not align with their commuting windows or there are fewer potential carpool/vanpool options. East Seattle and U District, for example, failed to meet their 2021/2022 Drive Alone Rate targets, potentially due to the large number of medical facilities located there.

Proposed mitigation: Meet with employers and local organizations representing shift workers to co-create solutions.

15. Describe the transportation demand management technologies your jurisdiction plans to use to deliver CTR services and strategies.

- **Flip Your Trip Program:** The platform will serve as SDOT's public-facing brand for regular, ongoing communications across all TDM programs. This could be amplified by leveraging Transit GO or another fares / incentives platform and capitalizing on the data collection opportunities via social media and digital advertising.
- **Seattle Climate Calculator:** This model enables users to test different combinations and intensities of strategies to gauge their potential impact. This helps the city with both planning transportation investments as well as tracking program impact against GHG and VMT reductions.
- **CTR Power BI Dashboard:** Commute Seattle hosts a dashboard to help CTR-affected employers benchmark against other employers in their neighborhood and industry using CTR survey data.

16. Transcribe or link to your local CTR ordinance.

https://library.municode.com/wa/seattle/codes/municipal_code?nodet=TIT25ENPRHIPR_CH25.02C_OTRRE

17. Describe your financial plan.

a. Describe the estimated average annual costs of your plan.

In the past, SDOT has primarily planned its CTR program around available funding. As State funding had remained flat at \$897,500, the program had struggled to maintain the same level of benefits to CTR-affected employers.

SDOT is committed to supporting the City's Climate Change Response Framework goals and has identified additional strategies to expand the CTR program (strategies listed in question 1 in the Services and Strategies section), which would cost an additional \$70,000-\$125,000 per year. Additional CTR funding that was provided in the WSDOT 2023-2025 biennium, if continued, will allow for additional new strategies and program expansion/extension to continue.

B. Describe likely funding sources, public and private, to implement your plan.

City Funds: support staff costs.

State CTR: for programming to support CTR-affected employers and our TMA partners at Commute Seattle.

Other grants: SDOT will explore other local, state and federal grant opportunities which may support operational costs as well as new initiatives that will benefit CTR-affected employers, such as CMAQ grants that can leverage CTR programming in Downtown Seattle for additional reach.

18. Describe your implementation structure.

a. Describe who will conduct the activities listed in your plan.

SDOT Transportation Options Group: lead or oversee all activities

Other City of Seattle departments: partners in identifying and engaging with new employers

Commute Seattle: employer engagement, compliance, and communications support

WSDOT/Metro/Sound Transit/PSRC: partners on regional efforts such as the TDM inventory, CTR policy updates, or providing transit services marketed through CTR

b. Indicate who will monitor progress on your plan. List job title, department, and name.

Matthew Trecha, Transportation Demand Management Lead, Seattle Department of Transportation

Sarah Spicer, Transportation Options Manager, Seattle Department of Transportation

19. List your implementation schedule.

a. Provide the timeline for anticipated projects.

Most strategies will be initiated during this upcoming biennium (2025-2027) and continue work previously undertaken in the 2023-2025 biennium:

- Reach new employers

- Expand the CTR survey's data analysis
- Facilitate benchmarking and sharing of best practices
- Strengthen program marketing
- Develop custom resources
- Build and maintain a TDM Inventory

20. Describe the CTR plan for jurisdiction employees.

a. Describe the services, programs, information, and other actions your city or county put in place to help its employees reduce their drive alone commute trips.

The City of Seattle's *MyTrips* program offers City employees:

- fully subsidized ORCA transit passes and vanpool + vanshare services
- fully subsidized Washington State Ferry passes
- a comprehensive Guaranteed Ride Home program
- bicycle commuter programs including showers and towel service, and
- occasional mode-based incentives to reward employees for their non-SOV commutes
- individualized commute plans for non-SOV commutes

21. Describe how the CTR plan for jurisdiction employees contributes to the success of the overall plan.

a. Describe how the plan for jurisdiction employees reinforces the success of the jurisdiction plan?

The City is leading by example for what a robust, effective CTR program could look like in Seattle. With many CTR-affected worksites in Seattle, this program also helps the City understand the challenges and support required for a successful CTR Program which will inform the types of education, programming, and marketing needed. This is particularly important in the City's efforts to provide more data for benchmarking and sharing best practices.

The *MyTrips* program also directly reinforces the success of the CTR Plan by contributing to the City's DAR/VMT reduction goals. For example, 77% of all City employees use a commute options other than driving alone and, for downtown employees that number is 92%.

In addition, the City of Seattle is one of the largest employers in the City representing over 13,000 employees (or around 5% of the total CTR-affected worksite employee population) – the success of the CTR program in the City of Seattle could not happen without partnership from the implementing jurisdiction.

Alignment with plans

22. List the transit agencies that provide service in your jurisdiction.

- King County Metro
- Seattle Center Monorail
- Sound Transit
- WSDOT-supported Amtrak Cascades
- Community Transit

- WSDOT Ferries
- Kitsap Transit
- Seattle Streetcar

23. List the transit plans you reviewed while developing this plan.

- Puget Sound Regional Council (PSRC) Vision 2050
- Puget Sound Regional Council (PSRC) Regional Transportation Plan
- King County Metro: RapidRide Expansion
- King County Metro Connects Long-Range Plan
- Sound Transit: System Expansion
- Sound Transit: Transit Development Plan
- Community Transit – Long Range Plan (Journey 2050)
- Kitsap Transit Long Range Transit Plan (2022-2042)
- Amtrak Cascades WSDOT Service Plan
- WSDOT State Ferries Long Range Plan

24. Describe how this CTR plan supports the transit plans.

As Seattle was identified as a growth area in the region, each transit agency has at least one transit improvement in the city. For example, Metro is partnering with the City to identify potential improvements to existing and future RapidRide lines, Sound Transit partners with the City on light rail expansion, and WSDOT and King County / Kitsap Transit partner to provide ferry services and access.

The CTR plan supports all the transit plans listed above by making CTR-affected employers and their employees aware of the existing and upcoming transit improvements and programs available to them. The CTR plan also supports transit agencies reach their VMT and GHG goals by reaching over 250,000 employees who use the region's transportation system and encouraging them to use transit or vanshare/vanpool services.

Lastly, the CTR plan may leverage or coordinate with other TDM programs managed by transit agencies, thus more efficiently using the region's resources to reduce barriers to using transit, maximize the value of transit investments, reducing environmental pollution, and help the transportation system work better.

25. Describe any comprehensive plan updates that are needed and when they will be made.

The City of Seattle is in the process of updating its One Seattle Comprehensive Plan to lay the roadmap for where and how the City will grow and has recently adopted the Seattle Transportation Plan to guide SDOT's priorities and transportation investments for the next 20 years. This Plan supports economically vibrant neighborhoods across the City with focused growth near transit, including light rail and high-quality bus service, and neighborhood business districts, so residents can meet their everyday needs nearby without needing a car. In addition, the City's Transportation Options team, which oversees the CTR Program, is developing an internal workplan document for the City of Seattle's TDM Programs 5-Year Strategic Plan to guide internal team deliverables. This work will influence how the team will continue to support the CTR program as well as expand its TDM programs' reach through 2030. Therefore, no additional comprehensive plan updates are currently needed.

Engagement

26. Describe stakeholder engagement.

a. Who did you talk to?

SDOT engaged with CTR-affected employers and employees as part of the CTR Program through surveys and in-person conversations, including:

- Large employers
- Public health agencies (i.e. large hospitals)
- Government agencies such as King County Government and the US Government
- Employees of CTR-affected employers

SDOT also partnered with several community-based organizations (CBOs) to engage with vulnerable populations for their feedback as part of the Seattle Transportation Plan (STP) development (see question 2) which directly influences how the CTR program is run in the City of Seattle.

b. When did you talk to them?

- CTR-affected employers were engaged as part of the 2023 biennial survey period as well as at events hosted by Commute Seattle between 2018-2022.
- STP development, including CBO engagement, was finalized in late 2023.

c. What did they have to say?

CTR-affected employers shared that they wanted:

- More networking, in-person events, educational tours, and 1:1 support
- More information about events and transportation projects in Seattle
- More support for property managers in getting company buy-in and support and demonstrating the value of CTR strategies
- Hearing from other employers about their challenges/best practice, how they are navigating the hybrid work schedule
- More biking related events

d. How did what they said influence the plan?

Feedback from CTR-affected employers was taken into consideration in the development of the CTR Plan, including:

- **Networking and knowledge sharing:** creating more opportunities for employers to network, share best practice, and benchmark against one another through virtual and in-person events and technology.
- **Expanding the definition of an employee:** to take into consideration new work schedules to ensure that these employees are not only accounted for in surveys but supported through the CTR plan in alignment with WSDOT guidance.
- **Providing more information about local and regional programs:** Employers appreciated learning about upcoming transportation projects in Seattle as well as other programs available to their employees. Developing a TDM inventory will not only help SDOT keep track of all mobility and TDM programs available in the region, but also better market and connect employers to those resources.

27. Describe vulnerable populations considered.

The Commute Trip Reduction program's 2025-2029 plan leveraged outreach conducted as part of the Seattle Transportation Plan's Community Based Organization (CBO) conversations and engagement during the same project period. Using community input collected the first time, and not approaching community with the same questions for multiple projects is an important aspect of building community trust and our Commute Trip Reduction plan used feedback collected in real-time to inform the 2025-2029 CTR plan.

These CBOs work closely with the communities they serve, often providing educational and cultural services, gathering spaces, fostering community connections, and advocating on their behalf. The communities engaged as part of this CBO contracted engagement included:

- **BIPOC (Black, Indigenous, People of Color) communities:** In addition to possible cultural differences, these communities are more likely to have lower incomes than what is considered middle class in Seattle, work shift hours, and have longer commute times. This directly impacts their housing and transportation burden as well as their ability to access affordable, reliable public transportation options.
- **Elderly and youth:** The elderly and youth experience transportation differently. Elderly individuals are more likely to be non-English speaking, have limited income, and have less access to technology to help navigate the transportation system. Youth riders are new to the system and need age-appropriate information and training to get to school and other destinations.
- **Indigenous peoples:** there is a history of environmental injustice done to Seattle's Native and Indigenous communities through redlining, pollution and contamination associated with the industrial uses surrounding their land, as well as displacement and the lack of access to safe and affordable transportation options.

28. Describe engagement focused on vulnerable populations.

a. Who did you talk to?

As described above, SDOT, through several CBOs, spoke with:

- **Asian Pacific American Labor Alliance:** surveyed and interviewed BIPOC residents and workers to learn about their experiences with access to affordable housing and transportation in the city
- **Duwamish Valley Sustainability Association:** three POC youth leaders engaged with the South Park residents to understand the community's needs and challenges through lived experiences.
- **Estelita's Library:** had conversations with BIPOC community members to understand their current and future needs as it relates to housing, community development, and transportation.
- **Khmer Community of Seattle King County in partnership with Noio Pathways and KIMYUNITY:** a year-long, immersive civic engagement project focused on elders and youth and rooted in learning about Seattle histories and current issues, and creating space and opportunity for new voices to share their opinions on what an ideal city would look like for them.
- **sləp̓iləbəx™ (Rising Tides) Indigenous Planning Group which includes the Pah-tu Pitt (Confederated Tribes of Warm Springs member) and Demarus Tevuk (Inupiaq, Nome Eskimo Community):** American Indian and Alaska Native community members who live and work in

Seattle participated in a listening session facilitated by sləpɪləbæx™ (Rising Tides) to provide their input to the draft Seattle Transportation Plan (STP).

b. When did you talk to them?

Between March 2022 and October 2023

c. What did they have to say?

- **Increase access to public transportation:** not only by increasing bus frequency and routes but also through subsidies to ensure transit is affordable. This is particularly true for workers whose employers do not provide a benefit.
- **Increase safety on transit:** through direct communications about incidents as well as training and resources for how to use the system safely. Supportive infrastructure, such as lighting and protected walkways, goes a long way in making people feel safe.
- **Pursue local service transportation options to complement mobility gaps:** transportation programs should be specific to local conditions and needs.
- **Increase connectivity to key locations:** consider access to key destinations such as SeaTac International Airport, cultural centers, healthcare/childcare, or employment hubs. In addition, there should also be consideration to where people live and the options available to them (suburbs, edge of the city).
- **Collaborate with mobility apps to create affordable options:** where transit is unreliable or inaccessible, consider other transportation options to get people affordably where they need to go.
- **Provide subsidies for transportation options:** providing subsidies or discounts, such as for transit or e-bikes, will allow more people to use other transportation options.
- **Create resources in-language:** provide signage and resources in different languages.
- **Develop transit curriculum:** create transit education for youth, limited-English community members, and recent immigrants to explain how to use ORCA cards and public transit.
- **Provide options for non-office workers:** consider options for those who do not work 9-5 jobs, such as those who work shift and off-peak schedules or the weekend.

d. How did what they said influence the plan?

Due to the broader purview of the feedback received as part of this development process, feedback was used to inform the high-level goals and vision for the next CTR plan, such as:

- **Reaching new employers and employees:** this engagement pushed SDOT to think beyond the typical office-based commuters and the types of transportation options that would be applicable to them. For example, employees working shift and off-peak schedules may not have the same type and level of access to transportation. Therefore, the CTR plan aims to better tailor transportation options marketing and programming to their unique needs and challenges.
- **Support people walking, rolling, biking, and taking transit:** while the CTR Plan focuses on CTR-affected employees, general TDM marketing, outreach, and programming can be applied to non-commute trips as well. This also has indirect benefits for CTR-affected employees as there are fewer cars on the road and a critical mass taking transit, walking, rolling, or biking.
- **Develop inclusive resources:** ensuring resources and information is available in multiple languages and on multiple platforms to ensure a broad distribution of materials.

29. List employers' suggestions to make CTR more effective.

CTR-affected employers asked for more:

- Networking and connections to other employers and organizations
- Educational tours of commuter facilities and in-person events
- Information about upcoming transportation projects and Commute Seattle events
- More community engagement for biking in the city
- More access to transportation information from partners
- Positive reinforcement for current cyclists
- Better defined remote worker CTR policies
- Strong interest for in-person site consultation offering
- Fee-for-service offerings to additional TDM support, such as hosting a transportation fair
and

Supporting ETCs with a 'sales pitch' for TDM investments.

This feedback went directly into the Work Plan for Commute Seattle, the organization supporting SDOT with the implementation of the CTR Plan. Changes included:

- Additional in-person events and presentations (networking, educational tours, information sessions)
- More bike-related programming and engagement
- More guidance as it relates to how to support and survey remote and hybrid workers
- Adding and planning out Spring consultations prior to the survey period.

30. Describe results of engagement focused on vulnerable populations that will be provided for use in comprehensive plan and transit plan updates.

As described above, engagement with vulnerable populations was conducted to inform the development of the STP, which has since been adopted, as well as the One Seattle Plan, which is in draft form. These two plans will then guide how the City will support vulnerable populations in the future.

Regional transportation planning organization CTR plan review

RTPO comments