City of Seattle

COMMUTE TRIP REDUCTION STRATEGIC PLAN 2019-2023



Seattle Department of Transportation

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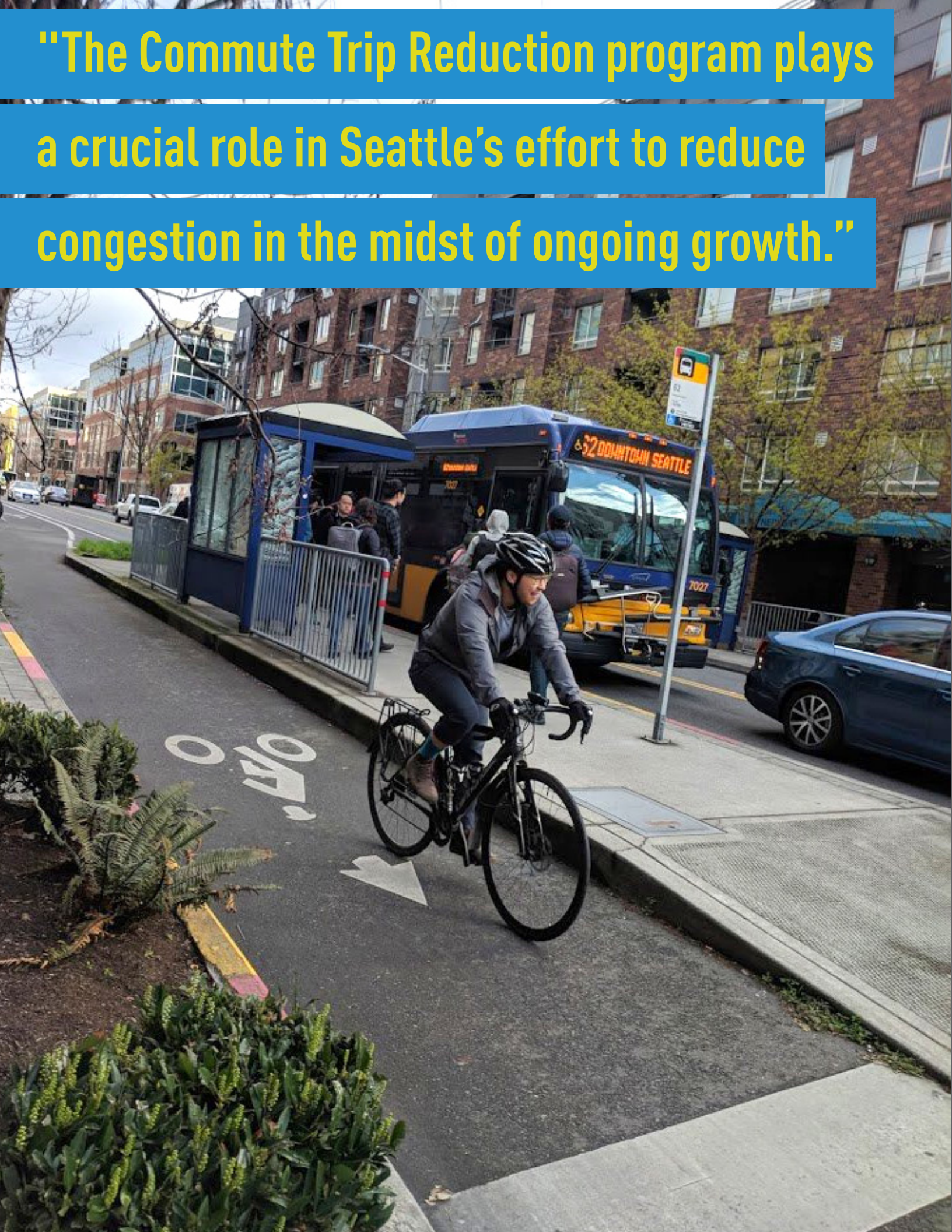
"The Commute Trip Reduction program plays a crucial role in Seattle's effort to reduce congestion in the midst of ongoing growth."



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INTRODUCTION

Seattle is a world-class city and a leader in innovation.

Its renowned access to economic, social, and recreational opportunity drives its recent surge in residents and jobs. Ongoing and future growth present both opportunities and challenges, and Seattle's long-term success depends on its ability to grow with foresight and careful planning.

Seattle Department of Transportation's (SDOT's) approach to transportation is particularly important for achieving the city's long-term vision for a dynamic, thriving, safe, and equitable place. Numerous citywide planning documents, from the Seattle 2035 Comprehensive Plan to Move Seattle, articulate the role that improved mobility must play in shaping the city's future.

Central to this vision is reducing congestion and improving access by focusing on a shift away from single-occupancy vehicle (SOV) trips to multimodal travel. Seattle's transportation ambitions are holistic, supporting those that need to drive, but prioritizing improved mobility choice for all types of trips.

The Commute Trip Reduction (CTR) program plays a crucial role in Seattle's effort to reduce congestion in the midst of ongoing growth. The CTR program is a key transportation demand management (TDM) tool to mitigate the impacts of population and employment growth while facilitating a thriving business environment, diverse travel choices, and a reduction in transportation emissions.

WHAT IS COMMUTE TRIP REDUCTION (CTR)?

In 1991, the State of Washington adopted its CTR law[1] with the intent of decreasing air pollution, traffic congestion, and fossil fuel consumption by reducing commuter Drive-Alone Rate (DAR) and Drive-Alone Trips (DAT). The law requires CTR-affected employment sites to create a plan for how to reduce employee DAR. The CTR requirements apply to employer sites meeting the following criteria:

- Employ 100 or more full-time employees whose workdays start between 6 a.m. and 9 a.m. on weekdays
- Located in a county with more than 150,000 residents

To track and report on progress, CTR sites must distribute the Washington State Department of Transportation's (WSDOT's) biennial CTR survey to employees. Jurisdictions also collect biennial program reports to track whether CTR sites' transportation programming and employee mobility benefits meet the law's minimum requirements.

The most recent update to the CTR law, the CTR Efficiency Act, came in 2006, yet the core tenets of the program continue more than 25 years after its inception. Today, more than 1,000 worksites participate in the program across Washington; approximately 25% of those sites are in Seattle.

State law designates WSDOT as the administrator of the program and convener of a 16-member CTR Board that oversees the state CTR program, guiding its policy direction and allocating state funding for its implementation. WSDOT is also the convener of the CTR Technical Advisory Group (TAG), comprised of staff from WSDOT and local municipalities where CTR sites are located, which provides ongoing technical guidance to WSDOT. The 2015-2019 State CTR Plan[2] sets the state's goals for DAR, Vehicle Miles Traveled (VMT), and greenhouse gas (GHG) emissions.

As discussed in this plan, WSDOT and the CTR Board are currently working on a new statewide strategic plan for the 2019-23 program cycle. This plan may have an impact on some procedures referenced in this document and SDOT intends to work closely with the state on this possibility moving forward.



PLAN SPOTLIGHT

DAR VS. NDAR

Prior to 2017, WSDOT used DAR as the primary metric to measure CTR program performance. In 2017, WSDOT shifted to reporting CTR program performance using non-DAR (NDAR) as the primary metric. Effectively, NDAR is a measure of positive behavior encouraged by the CTR program, where DAR measures discouraged behavior. Similarly, Drive-Alone Trips (DAT) may be contrasted with Non-Drive-Alone Trips (NDAT) on some WSDOT reports.

Currently, SDOT reports CTR performance using DAR as its primary metric to maintain consistency with local performance reporting, citywide goals, and local nomenclature, and will continue to do so.

In 2017, three out of every four commute trips to the Center City were by a mode other than driving alone.

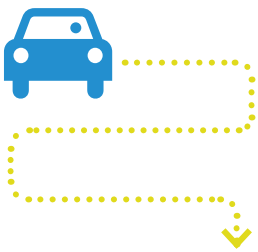
-16%

Reduction in drive alone commutes since 2007/08 (CTR Employers)



-23%

Reduction in commuter VMT since 2007/08 (CTR Employers)





WHY DO A STRATEGIC PLAN?

To meet state requirements.

This 2019-23 CTR Strategic Plan fulfills the state requirement set forth in Chapter 468-63 of Washington Administrative Code[3] by:

- Establishing a current year baseline value and numerical targets for future reductions in the proportion of single-occupant vehicle commute trips and overall vehicle miles traveled
- Providing an analysis of the program's current performance and plan for how Seattle will monitor and track ongoing performance
- Describing how the CTR goals and targets support Seattle's own modal targets and broader transportation goals
- Describing how the City of Seattle will support meeting the goals through local services, policies, and programs
- Documenting the specific requirements for employers via the Seattle Municipal Code
- Providing a funding and administrative plan

To address high growth and stagnant funding.

Seattle has made significant progress in decreasing its DAR and improving program engagement and participation. However, Seattle cannot continue with business as usual. Ongoing growth in the number of CTR sites and employees is challenged by stagnant state funding. Seattle will struggle to meet its targets and deliver cost-effective trip reductions without ongoing innovation and investment.

To support employment growth and employee satisfaction.

Seattle is the economic engine for the state and a growing destination for the world's biggest companies. It also relies on its smaller businesses to foster a dynamic job market and ensure economic opportunity. The CTR program plays an important role in helping employers not only meet the state law, but also think comprehensively about how enhanced mobility services can improve worker attraction, retention, and productivity.

To leverage new tools and adapt to mobility trends.

Shared mobility services have already had a dramatic impact on mobility and will continue to disrupt and transform the ways in which we travel. New technology also offers tremendous opportunity to simplify CTR data collection and amplify the value of that data. Integration of new tools will allow SDOT and partners to calibrate the program at the employer, "network" or geographically defined neighborhood group, and citywide level.

To catalyze statewide innovation and investment.

The 2019-23 CTR Strategic Plan is Seattle's opportunity to help guide the CTR program into the next decade. The plan demonstrates the benefits of the program for the state and need for additional investment in its long-term success. The strategies and program improvements may offer WSDOT a path towards evolving its program guidelines and performance program (including existing survey methods and tools).

To guide staff work and support citywide investments.

Finally, the 2019-23 CTR Strategic Plan is the work plan for SDOT staff and their CTR partners. It provides a roadmap for program reform, investment, and ongoing improvement. It highlights how SDOT and CTR sites can better leverage program resources, how new public-private partnerships can be formed, and how the CTR program can support overall city goals.

HOW WAS THE PLAN DEVELOPED?

The planning process for the 2019-23 CTR Strategic Plan included the following key components.

- **Visioning:** City staff and key stakeholders participated in an interactive workshop early in the planning process. The workshop allowed the team to document key issues and opportunities, while establishing a vision and framework for the future of Seattle's CTR program.
- **Stakeholder Outreach:** The project team engaged a diverse number of CTR stakeholders throughout the process via surveys, interviews, and workshops.
- **Data Analysis:** The plan is guided by detailed analysis of past CTR surveys and other data sets. Analysis of the data allowed the project team to accurately set future targets and identify areas to enhance data collection and reporting.
- **Program Assessment:** The project team completed a comprehensive program assessment, incorporating both quantitative data analysis and qualitative stakeholder feedback. The assessment set the stage for program recommendations.
- **Goals, Benchmarks, and Targets:** As required by law, the plan set targets for the four-year planning cycle. The planning process included a refinement of the target-setting methodology, as well as development of a more robust set of benchmarks to guide the program. It also ensured alignment between this document, Move Seattle,[10] and the city's Comprehensive Plan.[11]
- **Strategy Development:** The team developed a comprehensive package of strategies to improve all components of the program, from data collection to employer outreach.
- **Draft + Final Plan:** The process and its key elements were compiled into a user-friendly document, allowing for one more opportunity for stakeholder feedback.
- **Plan Adoption:** Adoption of CTR Strategic Plan by City Council.



PLAN SPOTLIGHT

STAKEHOLDER OUTREACH

The project team developed a robust outreach program to ensure that the 2019-23 CTR Strategic Plan effectively meets the needs of staff, employees, and employers. Stakeholders included staff from SDOT, Commute Seattle, WSDOT, King County Metro, Puget Sound Regional Council, and on-site Employee Transportation Coordinators (ETCs). Feedback opportunities included two program surveys, phone interviews, and four project workshops. The project team utilized stakeholder input throughout the project to document issues and calibrate the recommendations. We heard valuable direct feedback, such as:

"The rest of the state looks to Seattle for the example it sets with its CTR program."

"The CTR program is the carrot that leads SOV drivers out of congestion."

"If we had better data, we could help sites learn more about how much money could be saved by changed employee behavior."

"Staff are already stretching the budget. A significant increase in the number of sites participating in the CTR program would require additional funding."



OVERVIEW OF THE PLAN

Chapter 2 – The Foundation summarizes Seattle's current CTR program, including the program principles, pre-2019 networks and targets, program services, and existing funding plan.

Chapter 3 – The Vision documents Seattle's past performance and summarizes the 2019-23 goals, benchmarks, and targets.

Chapter 4 – The Tools details a package of 28 strategies to guide Seattle's achievement of its targets and improve overall program satisfaction, efficiency, and effectiveness.

Chapter 5 – Moving Forward summarizes the implementation and funding plan for 2019-23.

Strategic Planning Process



GLOSSARY OF TERMS

Alternate Plan: In 2013, Seattle was one of four Washington jurisdictions to create a pilot plan geared toward expanding CTR beyond commute trips to large employers and using flexibility in setting and meeting targets based on local context.

Center City: Seattle's Center City district includes the following 10 neighborhoods: Belltown, Capitol Hill, Chinatown-International District, Commercial Core, Denny Triangle, First Hill, Pike Pine, Pioneer Square, South Lake Union, and Uptown. Seattle's 2013-2017 CTR Alternate Plan expanded CTR programming and data gathering to employers with less than 100 employees located in Center City. See Appendix B.

Commute Seattle: Transportation Management Association for Downtown, providing commute support to downtown businesses. Since 2013, SDOT has contracted with Commute Seattle to assist with implementation of the CTR program across Seattle, particularly its employer-facing components.

Congestion Mitigation and Air Quality program (CMAQ): The U.S. Department of Transportation's CMAQ program provides flexible funding to local and state governments for transportation projects contributing to meeting Clean Air Act requirements. SDOT has utilized a share of CMAQ dollars to support expansion of the CTR program.

CTR Employees, CTR-affected Employees: Individuals who work full-time at a CTR site and report to work between 6:00 a.m. and 9:00 a.m. on weekdays.

CTR Networks: A geographically defined region within the City of Seattle that contains one or more CTR sites. Seattle's 2013-2017 Alternate Plan designated eight networks. The 2019-23 CTR Strategic Plan modifies network boundaries and increases the number of networks to 11.

CTR Site, CTR-affected Site: An employment site with 100 or more full-time employees whose workdays start between 6 a.m. and 9 a.m. on weekdays, and located in a Washington county with more than 150,000 residents.

Drive-alone Rate (DAR): The percent of trips that are drive-alone trips.

Employee Transportation Coordinator (ETC): Employee at a CTR site who manages the site's CTR survey, employee trip reduction programs, and acts as the liaison between SDOT, Commute Seattle, and the employer.

Mode split / Mode share: The number of trips made per mode of transportation.

NavSeattle: A pilot program run by SDOT's Transportation Options program for connecting multifamily residential developments with mobility information in an effort to reduce vehicle trips. It was launched in 2014 under Seattle's 2013-2017 CTR Alternate Plan.

Non-CTR Employees / Non-affected Employees: Individuals who: 1) work at an employment site that is not a CTR site, or 2) who work at a CTR site, but are not a full-time employee reporting to work between 6 a.m. and 9 a.m. on weekdays.

Non-Drive-Alone Rate (NDAR): The percent of trips that are non-drive-alone trips (taken by any mode of travel other than SOV).

Non-Drive-alone Trips (NDAT): Trips made by any mode of travel, other than driving alone.

One Regional Card for All (ORCA): The ORCA card is a "smart" card for making transit payments on any of the seven local and regional transit systems.

Single-Occupant Vehicle (SOV): Vehicle occupied by one person.

SDOT: Seattle Department of Transportation

Technical Advisory Group (TAG): A committee of WSDOT and local government staff that provides guidance to the state on CTR program updates.

Transportation Management Program (TMP): A TMP is a Master Use Permit (MUP) requirement, comprised of a DAR/SOV commute goal and program elements that apply for the life of an individual building or group of buildings. As of January 2016, there are 193 TMP sites, within which 125 tenants are also enrolled in the city's CTR program.

Vehicle Miles Travelled (VMT): The sum of miles traveled (e.g. by a vehicle or a commuter).


"Seattle's CTR program is a national model for public and private partnerships that both reduce congestion and improve commuter travel choice."
C Line
40 Northgate Fremont 19
C Line South Lake Union Downtown Seattle 24
40 Northgate Fremont 34
C South Lake Union Downtown Seattle 36
SDOT
METRO
transit
TCR2

2

THE FOUNDATION

Seattle has a long history of supporting the CTR program and its goals via implementation throughout the city.

The 2019-23 CTR Strategic Plan builds off a strong foundation. It capitalizes on the Seattle CTR program's reputation as a national model for public and private partnerships that both reduce congestion and improve commuter travel choice.

This chapter sets the stage for the 2019-23 CTR Strategic Plan recommendations. It documents Seattle's pre-2019 program, including a summary of the principles that guide the program, the target-setting process, program elements, and financial resources. Finally, this chapter describes the key priorities to address in the 2019-23 planning cycle.

WHAT IS SEATTLE'S APPROACH?

Per state law, Chapter 25.02 of the Seattle Municipal Code[4] codifies the local CTR program and requirements. Administration of the program resides within the Transportation Options Program group within SDOT's Transit & Mobility Division.

For the 2013-17 CTR planning cycle, WSDOT offered flexibility to encourage municipalities to experiment with new trip reduction approaches and program elements to better respond to local needs and conditions. In response, Seattle proposed and adopted its 2013-2017 Alternate Plan, which set a citywide goal of a 10% overall reduction in the DAR from a 2011/12 baseline, to be achieved by the end of the 2017/18 reporting cycle. A major innovation in the Alternate Plan was distributing the city's 10% DAR reduction goal across the city and calibrating targets to eight geographic networks.

In addition, the Alternate Plan built on Seattle's CTR and Growth and Transportation Efficiency Center (GTEC) experiences and successes to expand the traditional CTR market in the Center City to include the "full market," developing strategies and programs for smaller employers, buildings, and property managers.

To bring Seattle's CTR program processes back into alignment with the WSDOT's regular four-year planning cycle, SDOT prepared a Two-Year Commute Trip Reduction Plan Update in 2017. The two-year plan updates the Alternate Plan and its targets, and serves as Seattle's local CTR plan from 2017-2019. SDOT's targets for these planning cycles are described in more detail below.

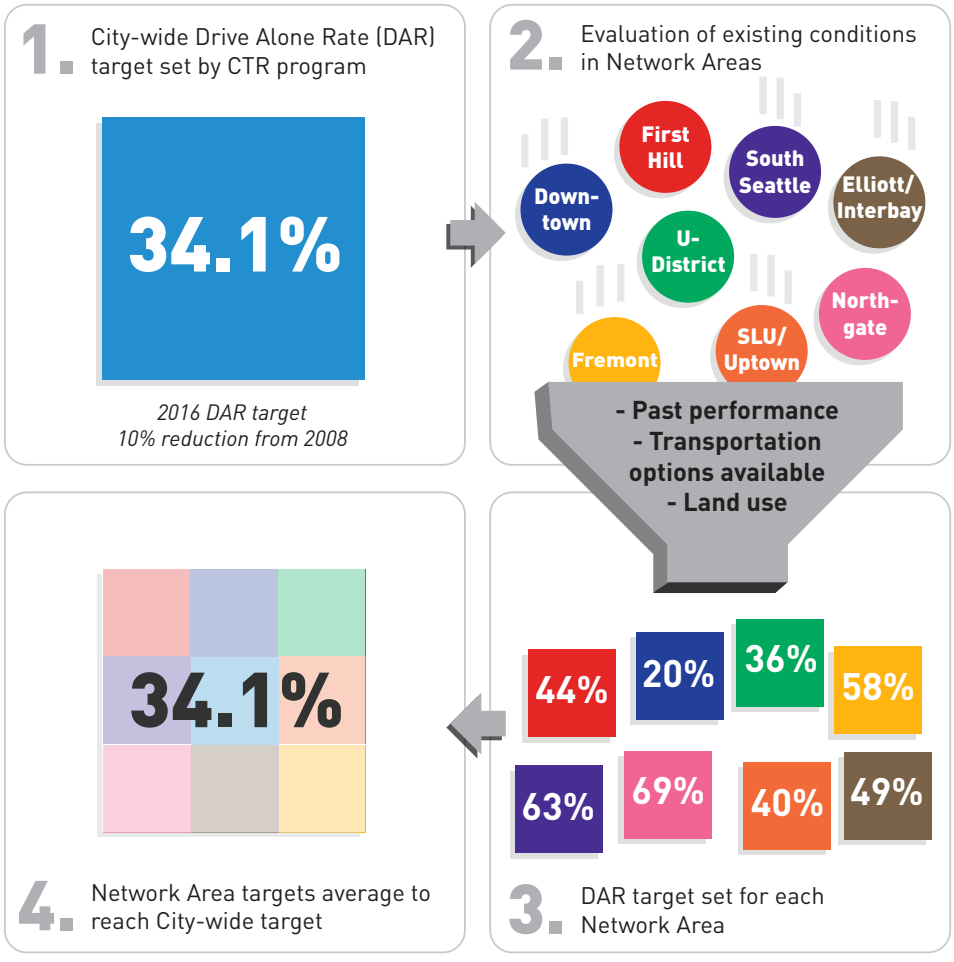
Pre-2019 CTR Citywide Networks and Targets[5]

In Seattle's 2013-2017 Alternate Plan, SDOT evolved its goal-setting approach by distributing the city's overall DAR reduction goal across eight networks within the city. This approach recognized the inherent differences in land use, demographics, density, and multimodal networks across the city that contribute to a traveler's choice of mode.

SDOT calculated individual DAR targets for each network such that if all individual networks meet their respective targets, then the citywide DAR will be met. Network DAR targets were set at a level intended to be achievable by most employers located within a network area, and were based on local conditions such as historic mode shares, existing and proposed multimodal transportation investments, transit service levels, land use patterns, and other factors. SDOT does not require CTR-affected employers to meet their targets but expects them to make a good faith effort to achieve them.

Figure 1 summarizes the pre-2019 process of setting the citywide and network DAR targets, and Figure 2 shows the network boundaries for the 2013-17 and 2017-19 reporting cycles and the pre-2019 citywide and network DAR targets. Historic and current CTR performance and future targets are described in Chapter 3.

FIGURE 1. **SDOT Pre-2019 Target-Setting Process**



The ***existing*** process of setting the citywide and network DAR targets

FIGURE 2. **Pre-2019 CTR Citywide and Network Targets[6]**

CITYWIDE (2013-16)

CTR Sites: 250
Employees: 187,800
Goal DAR: 32.4%

CITYWIDE (2017-18)

CTR Sites: 270
Employees: 202,800
Goal DAR: 30.8%

DAR: Drive-alone rate

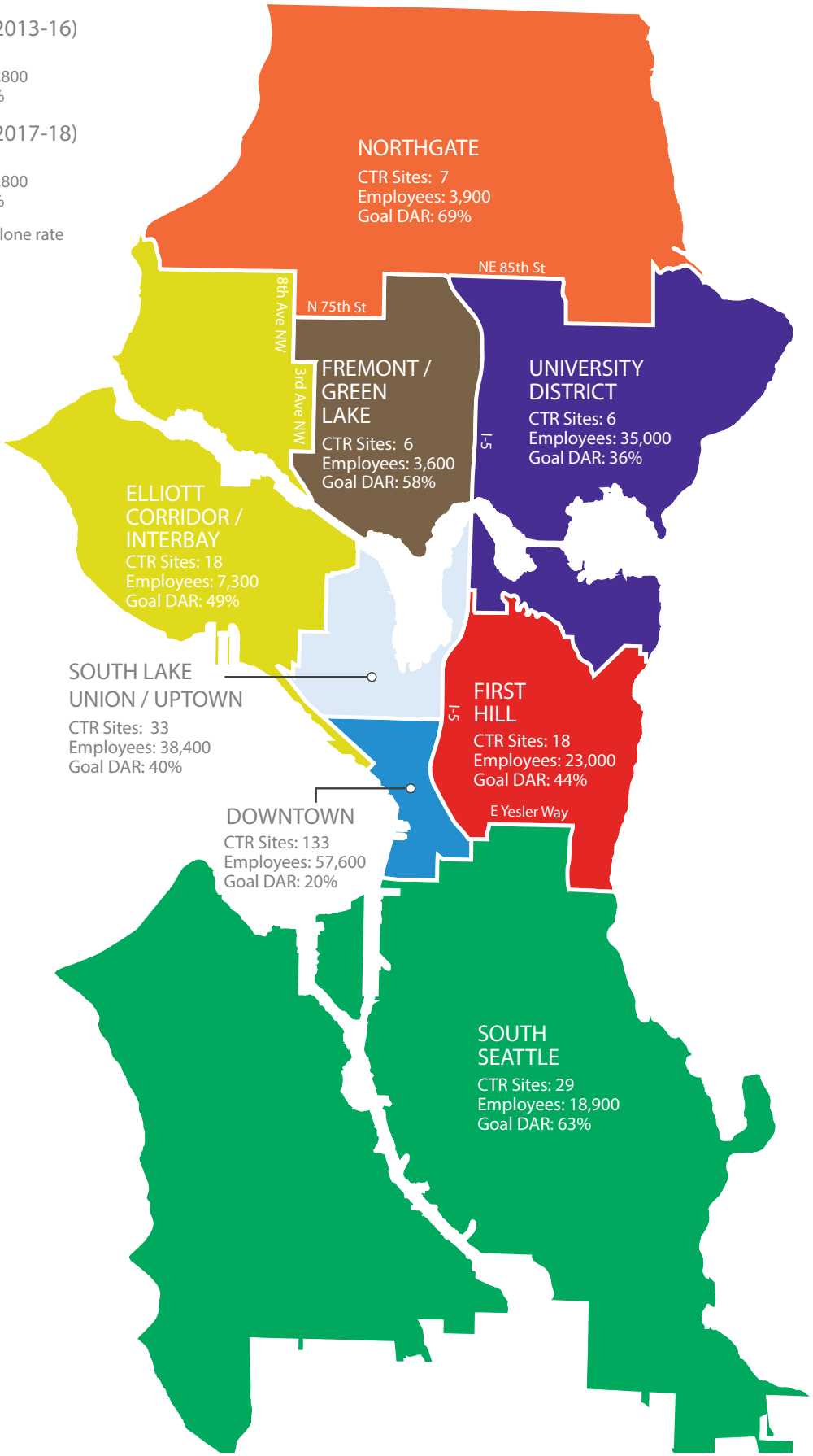


Figure 3 presents an overview of CTR sites by employment sector, with the table sorted by the DAR from highest to lowest. While there is a range of sample sizes, transportation, manufacturing, and health care industries are among the highest DAR employment sectors, with DARs of 70%, 59%, and 42%, respectively. VMT per employee does not directly relate to DAR because some industries with lower DAR have higher VMT per employee than industries with higher DAR. It is likely that some industries have longer employee commute distances on average than others.

FIGURE 3. **Breakdown of Participants by Industry**

Employment Sector	# of CTR Sites	Employees	% of All CTR Employees	Drive-alone Rate (2015/16)	VMT per Employee (2015/16)	Average Driving Trip Distance (2015/16)
Transportation	4	1,627	0.9%	70.2%	8.1	11.5
Personal Services	1	287	0.2%	59.5%	5.0	8.4
Manufacturing	6	2,774	1.5%	58.8%	4.9	8.3
Legal	1	127	0.1%	48.3%	7.0	14.5
Health & Hospital	34	35,267	18.8%	41.6%	5.2	12.6
Media	6	2,414	1.3%	40.5%	4.3	10.6
Real Estate	1	379	0.2%	39.8%	5.8	14.6
Construction	5	3,268	1.7%	37.8%	3.5	
Education	9	34,592	18.4%	36.6%	3.9	10.8
Non-Profit	10	2,917	1.6%	34.9%	4.9	14.0
Life Sciences, Biotech & Research	9	1,883	1.0%	34.8%	4.4	12.6
Retail/Trade	16	26,872	14.3%	32.8%	4.5	13.7
Technology, Software & Web Services	29	21,319	11.4%	31.7%	4.3	13.4
Hospitality & Tourism	4	2,233	1.2%	30.0%	4.9	16.2
Government	30	20,772	11.1%	26.2%	5.8	22.3
Other	8	4,521	2.4%	25.2%	2.6	10.3
Utilities & Communications	1	547	0.3%	25.0%	6.1	24.4
Bank, Finance & Investment Services	18	5,500	2.9%	23.5%	4.3	18.3
Unknown/NA	20	6,380	3.4%	23.2%	3.9	16.9
Business & Management Consulting	22	8,579	4.6%	22.4%	2.7	11.9
Insurance	5	2,787	1.5%	19.9%	4.1	20.5
Architecture, Engineering, Planning/Design	8	2,383	1.3%	17.7%	1.9	10.9
Military	1	65	0.0%	13.5%	3.4	25.2
Total	**248**	**187,493**	**100%**	**32.1%**	**4.5**	**14.0**

PROGRAM ELEMENTS

SDOT provides a diverse mix of services as part of its CTR program. These include:

- **Strategic Planning:** SDOT staff develop an overall vision for the CTR program and define the steps to achieve the vision.
- **Administration and Funding:** SDOT staff ensure compliance with state law, develop a financial plan, liaise with WSDOT staff, and provide ongoing management of the program.
- **Reporting:** SDOT manages data collection and analysis (with assistance from Commute Seattle) as a means to meet state requirements and track program performance.
- **Direct Engagement:** In partnership with Commute Seattle[7], SDOT engages directly with CTR sites and their Employee Transportation Coordinators (ETCs) to deliver programs and services.
- **Onboarding and Relocation:** SDOT and Commute Seattle orient new CTR sites to CTR requirements and provide on-site implementation guidance. Helping employers relocate to or within Seattle is also a key offering.
- **Resources and Technical Assistance:** CTR sites and their ETCs are provided with a suite of resources and one-on-one technical assistance opportunities.
- **Marketing and Promotion:** To promote key trip reduction strategies, facilitate peer-to-peer sharing, and celebrate program successes, SDOT and Commute Seattle market and promote to both CTR-specific and general public audiences.
- **New/Expanding Markets:** SDOT seeks to augment state goals by targeting key local markets that are central to overall trip reductions, especially smaller employers, multifamily residential development, and specific neighborhoods, districts, or networks.
- **Policy and Infrastructure:** The CTR program supports citywide and regional policy reforms and infrastructure investments aimed at reducing vehicle trips and increasing multimodal access.
- **Coordination:** SDOT staff coordinate CTR efforts with complementary trip reduction programs, such as the Transportation Management Program (TMP).
- **Recognition and Encouragement:** Seattle recognizes employers with awards, featuring them at the annual Champions Awards



PLAN SPOTLIGHT

COMMUTE SEATTLE

Since the 2013-17 planning cycle, SDOT contracts with Commute Seattle to carry out direct engagement with CTR sites and offer a strong business-to-business program.

Commute Seattle's day-to-day CTR activities include direct site correspondence, transportation options, marketing programming and informational resources, and procurement of the Center City Mode Split Survey. While Commute Seattle is the downtown Transportation Management Association (TMA), its CTR work includes all Seattle CTR sites, not just those in the downtown.

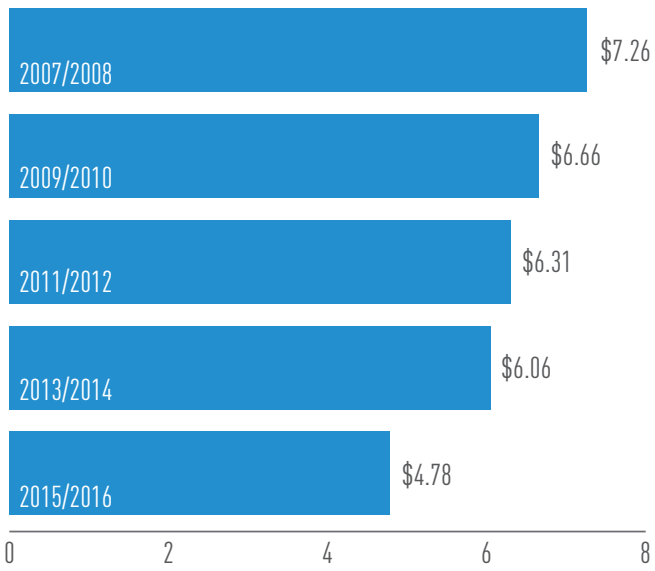
The partnership with Commute Seattle has enabled SDOT to provide more business-centered, customized, and adaptive services, and the capacity to deliver significantly more programming and support.

PROGRAM FUNDING

The state's CTR program has a biennial budget of approximately $6.4 million, which includes both the funding distributed to jurisdictions, as well as funding for WSDOT CTR staff. The CTR budget has remained static for more than 20 years. According to the Washington State CTR Board, inflation and the continued increase in the number of worksites and employees in the program has "eroded more than half of the budget's purchasing power."[8]

The City of Seattle's local biennial funding allocation has remained constant at $897,000 for several plan cycles. Based on CTR employee growth, the state CTR dollars per Seattle CTR employee has gone down 34% since 2007-08 (Figure 4).

FIGURE 4. **WSDOT Program Funding per Seattle CTR Employee[9]**



As shown in Figure 5, the 2017-19 Plan again shows static funding from the state. The City of Seattle supplements state funding with local in-kind resources. Since the 2013-17 Alternate Plan, SDOT staff time for the CTR program comes out of the General Fund, freeing up resources for program expansion and enhanced delivery.

In addition, SDOT also allocated approximately $726,000 for pilot programs in the Center City, South Lake Union, and the University District for the 2017-19 Plan. These funds were distributed from SDOT's share of WSDOT CMAQ funding. CMAQ funding for the SDOT CTR program will expire at the end of the 2017-19 cycle.

PLAN SPOTLIGHT

NON-CTR MARKETS AND AREA-WIDE FOCUS

Another integral component of Seattle's CTR program is SDOT's expansion of programming to non-CTR trip markets and focused investment in key geographic areas.

Non-CTR trip markets include trips other than commutes made by CTR-affected employees. They also include smaller businesses, especially in the Center City and South Lake Union. Since there are always more employers under the CTR threshold of 100 full-time employees, improving trip reduction at these worksites will be crucial to reducing congestion in Seattle. Full commute market (CTR plus non-CTR employers) targets for the Center City are discussed in Chapter 3.

SDOT has also focused on multi-family residential buildings as a market to promote trip reduction strategies and other transportation alternatives, namely regional transit pass programs, ORCA and ORCA Lift, to all income levels. Many of these properties have been engaged via their TMP requirements, while others are low- or mixed- income properties with higher levels of resident engagement.

SDOT's CTR program has also directed resources to specific geographic areas that offer great potential for DAR reduction and/or have struggled to meet the targets. The fast growing South Lake Union neighborhood has been a focus, including outreach to all employers. As part of the 2017-19 Plan, SDOT will give special attention to South Seattle and Northgate since they have been trending away from 2017 network targets.

As discussed in Chapter 5, and shown in Figure 22 and Figure 23, the financial plan for the 2019-23 CTR Strategic Plan is based on an assumption that the statewide CTR budget will remain constant, at approximately $6 million per biennium. Consequently, Seattle's local biennial budget will also remain constant at $897,000. In order to implement the strategies identified in this plan, additional funding will need to be secured (see Chapter 5).

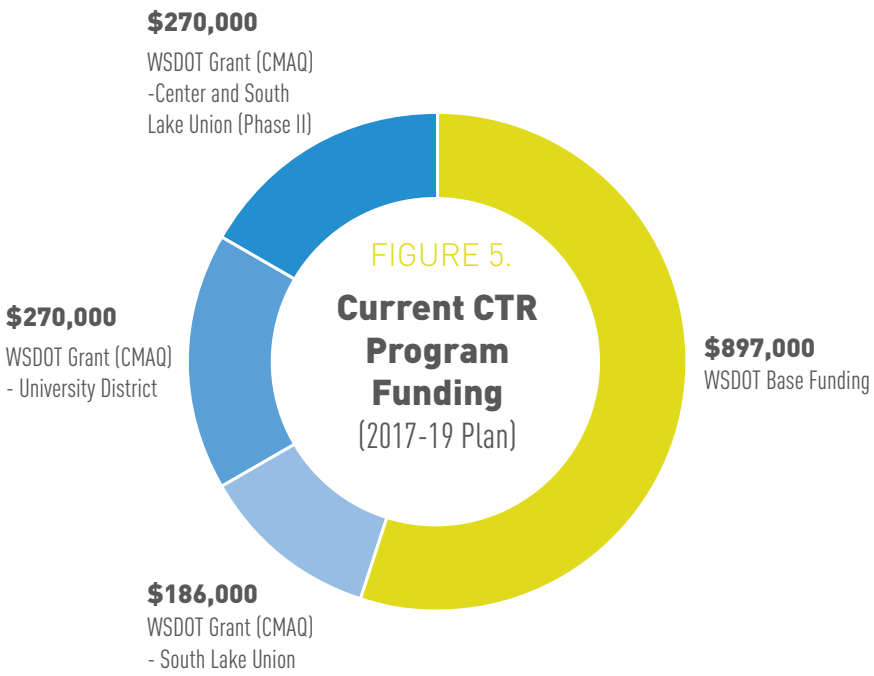


FIGURE 5.
Current CTR Program Funding
(2017-19 Plan)

PLAN SPOTLIGHT

LAND USE AND TRANSPORTATION CONTEXT

Land use and transportation are inherently linked through a give-and-take relationship, constantly molding the current dynamics and future shape of Seattle. The CTR program can anticipate the impacts of land use changes and transportation investments to better guide program management and priorities. With careful planning, the CTR program can also play a key role in enabling future development or transportation projects that would not be advisable without significant mode shift away from single-occupant commute trips.

Figure 6 displays Puget Sound Regional Council (PSRC) forecasts for population and employment in Seattle through 2040. According to these forecasts, Seattle is expected to gain 135,000 residents and 150,000 jobs from 2015 to 2040. By 2025, one year after this plan's implementation period, the city is forecasted to have 11% more residents and 6% more jobs than in 2015. Figure 7 summarizes some of the largest land development and transportation infrastructure projects shaping the city's future. Figure 7 is not a comprehensive list, but provides an example of the dozens of current and future transportation and major development projects in Seattle.

FIGURE 6. **Seattle 2040 Growth Forecasts**

Category	2015	2020	2025	2030	2035	2040	% Change (2015-2040)
Population	662,714	716,973	733,125	745,589	765,218	797,790	+20%
Employment	601,550	624,762	640,247	652,928	692,456	751,198	+25%

Source: PSRC

"Land use and transportation are inherently linked through a give-and-take relationship, constantly molding the current dynamics and future shape of Seattle."

FIGURE 7. **Sample of Land Use and Transportation Projects**

Project	Timeline	Type	CTR Networks Directly Impacted	Description
Alaskan Way Viaduct Replacement	2014-23	Highway	• All CTR Networks • Greater Puget Sound area	• Relocate SR-99 in a 2-mile tunnel beneath downtown, reconnecting downtown to Elliott Bay. Viaduct will be demolished, and a new surface street will be constructed.
Transit-Plus Multimodal Corridor Program	2010-14 (A-F) Present – 2024 (7 rojects)	Public Transit	• All CTR Networks	• 7 Transit-Plus Multimodal Corridor projects planned through 2024. • 3 projects include RapidRide service with weekday frequencies of 10 minutes or better, and night and weekend service of 15-30 minutes.
Sound Transit 2 and 3: Link LRT Expansion	ST2 (2008-present) ST3 (2024-41	Public Transit	• All CTR Networks, except East Seattle (see Figure 9)	• ST2 was approved by voters in 2008, and ST3 followed with approval in 2016. Collectively these two expansions will grow the Link LRT system from approximately 20 miles to over 110 in 2040. • Over 60 miles of new LRT service is planned to open between 2020 and 2024.
Rainier Square Tower	2020	High-Rise Tower	• Commercial Core	• 722,000 square feet of office space, and 79,000 square feet of retail and recreation space. 200 residential units and 163 hotel rooms. Parking capacity for 1,000 cars.
Key Arena	2018-20	Arena	• South Lake Union / Uptown	• Renovation of Key Arena, expanding capacity and improving neighborhood transportation
Washington State Convention Center Addition	2018-2022	Convention Center	• All Center City Networks (see Figure 9)	• Construction of a standalone addition to the Convention Center featuring 255,000 square feet of exhibition space, 125,000 square feet of meeting rooms, and 60,000 square feet of ballroom space.

Sources: WSDOT, SDOT, Sound Transit, Wright Runstad & Company, Daniels Real Estate, SOED

2019-23 PRINCIPLES AND PRIORITIES

The history of the CTR program, SDOT's current framework for program delivery, and the evolving context of Seattle's mobility plans and investments present a mix of challenges and opportunities for the 2019-23 planning cycle.

The next evolution of the CTR program in Seattle must find a way to build upon its recent achievements, while addressing the key issues that could affect long-term success. Through an analysis of CTR program data and assessment of stakeholder feedback, this plan identified the following principles and priorities to guide the four-year targets and recommendations.

Proactive

Establish a citywide framework for reducing drive-alone mode share and single-occupancy vehicle (SOV) trips that can be applied citywide.

Priorities include:

- Build new and sustain ongoing partnerships to bolster a cost-effective and impactful program.
- Promote program success using new technology and enhanced reporting tools.

Business-Oriented

Support private innovation and investment in employee mobility programs that attract and keep the best and brightest in Seattle.

Priorities include:

- Implement the means to improve program efficacy and delivery by updating key elements, such as the existing state CTR survey.
- Evolve traditional program definitions and service models to align with changes in the employer and mobility markets.

Comprehensive

Continue to expand and diversify mobility and trip reduction offerings to commuters.

Priorities include:

- Expand services to smaller employers and in key neighborhoods.
- Determine means to quickly identify sites relevant to the CTR market by obtaining better employment data.

Supportive

Leverage employee travel data and private partnerships in support of Seattle's overall mobility policies and investments.

Priorities include:

- Support and leverage local and regional policy initiatives.
- Continue to leverage employee travel data and private partnerships in support of Seattle's overall mobility policies and investments.

Customer-Focused

Meet state CTR requirements while providing a customer-centric service delivery model.

Priorities include:

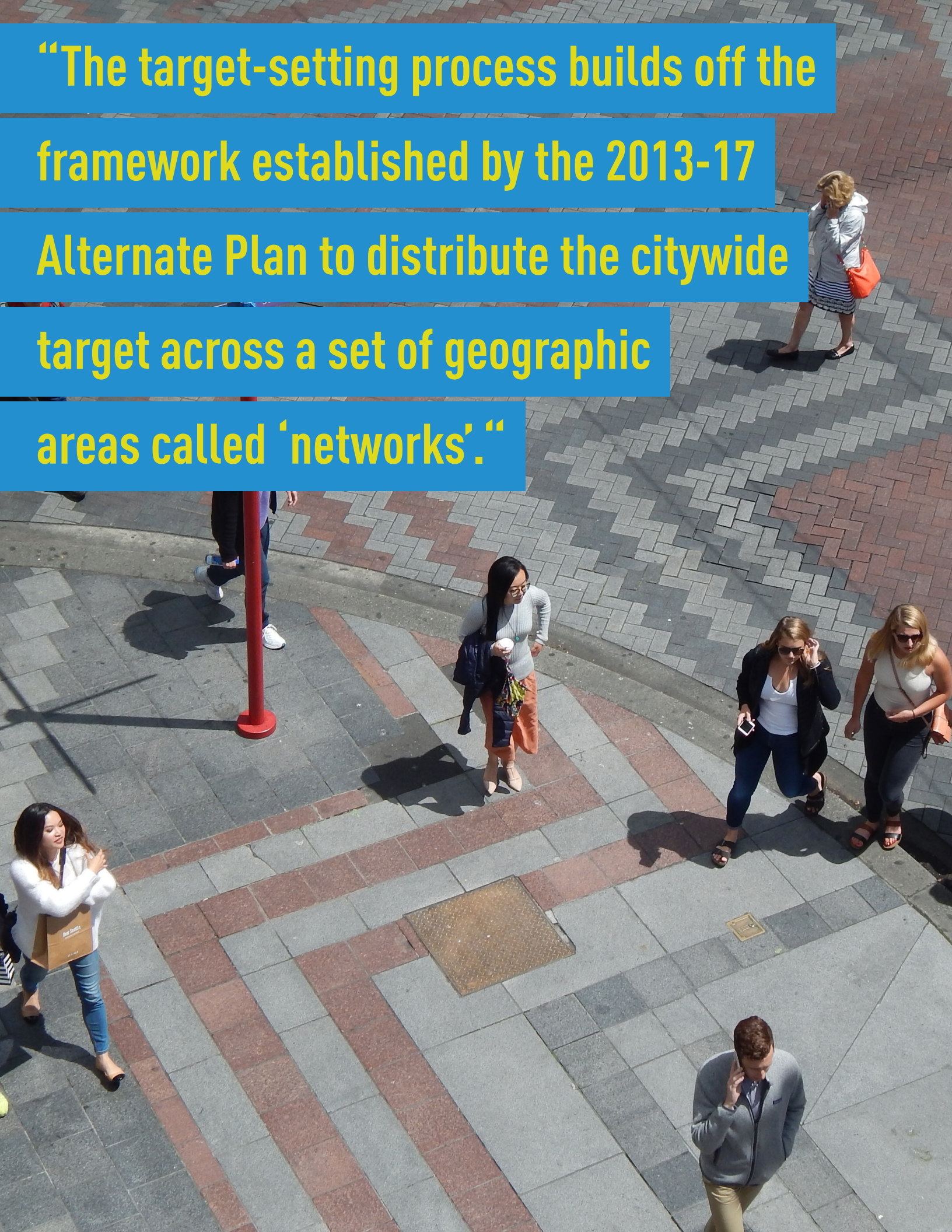
- Better assess travel behavior and mode shift options, as well as address transportation equity via new and improved data.

Cost-Effective

Efficiently leverage crucial, but stagnant, state funding.

Priorities include:

- Leverage local dollars and innovative service delivery to better serve the growing number of CTR sites and employees.



"The target-setting process builds off the framework established by the 2013-17 Alternate Plan to distribute the citywide target across a set of geographic areas called 'networks'."

3

THE VISION

In compliance with Chapter 468-63 of Washington Administrative Code (WAC) this chapter describes the evaluation framework for the 2019-23 CTR Strategic Plan.

It establishes the formal citywide Drive-alone Rate (DAR) and Vehicle Miles Traveled (VMT) per employee targets.

The target-setting process builds off the framework established by the 2013-17 Alternate Plan to distribute the citywide target across a set of geographic areas called "networks". Networks have been assigned locally calibrated targets, so that if all network targets are met, the city will achieve its overall target.

This chapter also establishes a set of new benchmarks that will broaden and deepen the understanding of CTR program performance and its benefits at the site, network, and citywide levels. The benchmarks are an informal set of metrics designed to leverage available and proposed data sets to allow program staff to better serve its employer partners, demonstrate the program's value, and articulate the need for continued local and state support.

EVALUATION FRAMEWORK

The 2019-23 CTR Strategic Plan proposes two primary pieces of the evaluation framework for the City of Seattle's CTR program: core program goals and program benchmarks.

Core Program Goals

Core program goals are those for which the city will set *formal* reduction targets to be achieved over a set period. The core program goals are set by the City of Seattle in coordination with state CTR law and guidance established by the state CTR Board. This strategic plan recommends Drive-alone Rate (DAR) and Vehicle Miles Traveled (VMT) per employee targets for 2019-2023, and will need to be approved by the state CTR Board before formal adoption.

The VMT per employee target is one of the key new features of this plan. This target, like the DAR, is set on a relative basis (i.e. per employee) so it can be scaled to employers of all sizes.

In addition, this plan recommends DAR targets for additional time horizons to support achievement of Seattle's overall mode split goals, especially in the Center City.

As in the 2013-17 Alternate Plan, a network approach still anchors the target-setting process for DAR and VMT goals (see Chapter 2). This plan proposes revisions to the number and boundaries of the CTR networks. The primary reason for the network modifications is to ensure that CTR boundaries are contiguous with other planning efforts, namely One Center City. The five CTR Center City networks are groupings of the Center City Urban Center designated areas, as identified in Figure 8. Figure 9 shows a map of the old and new network areas.

Program Benchmarks

Program benchmarks are additional "informal" metrics that will allow for supplementary evaluation and tracking of CTR program performance over time, but do not have specified reduction targets. The six categories of benchmarks are a mix of quantitative and qualitative measures that will allow SDOT, Commute Seattle, and ETCs to track performance and tell a compelling story about the impact and benefits of Seattle's CTR program to both internal and external stakeholders.

CORE PROGRAM GOALS

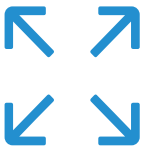


Drive-Alone Rate



Vehicle Miles Traveled (VMT) per Employee

PROGRAM BENCHMARKS



Commute Outcomes



Climate Outcomes



Program Reach



Cross-Program Integration



Programming Impact



Cost Effectiveness

FIGURE 8. **Pre 2019 and 2019-2023 CTR Network Areas**

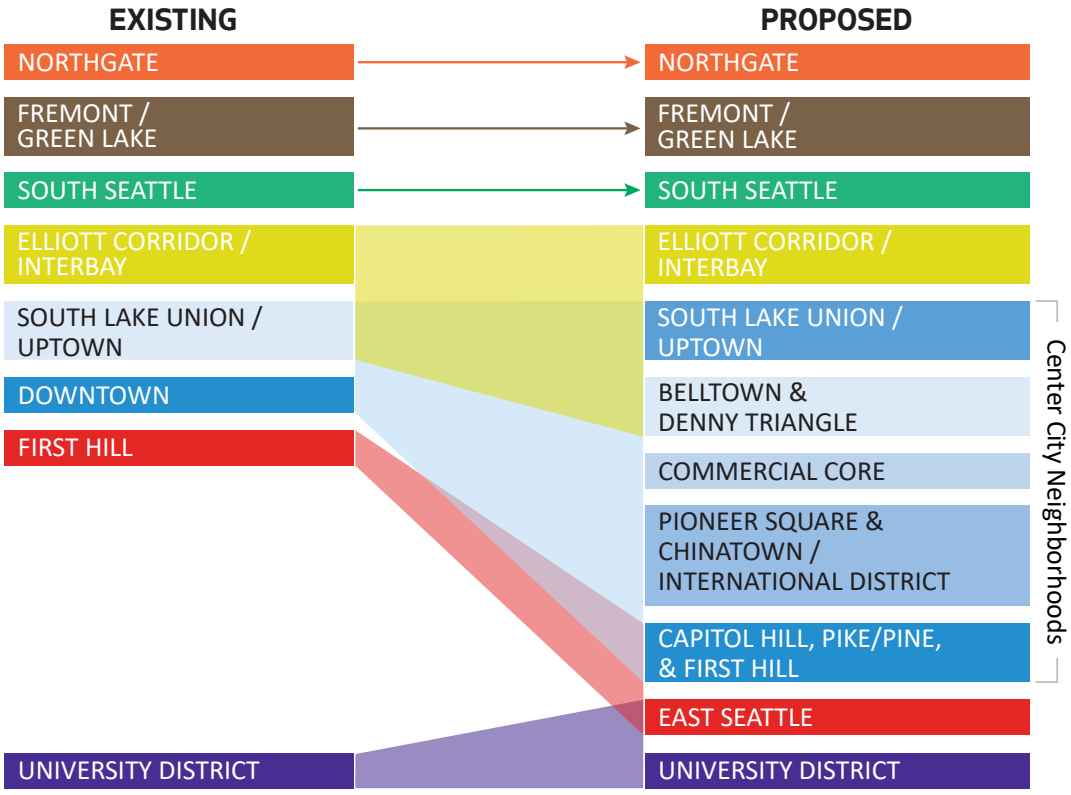
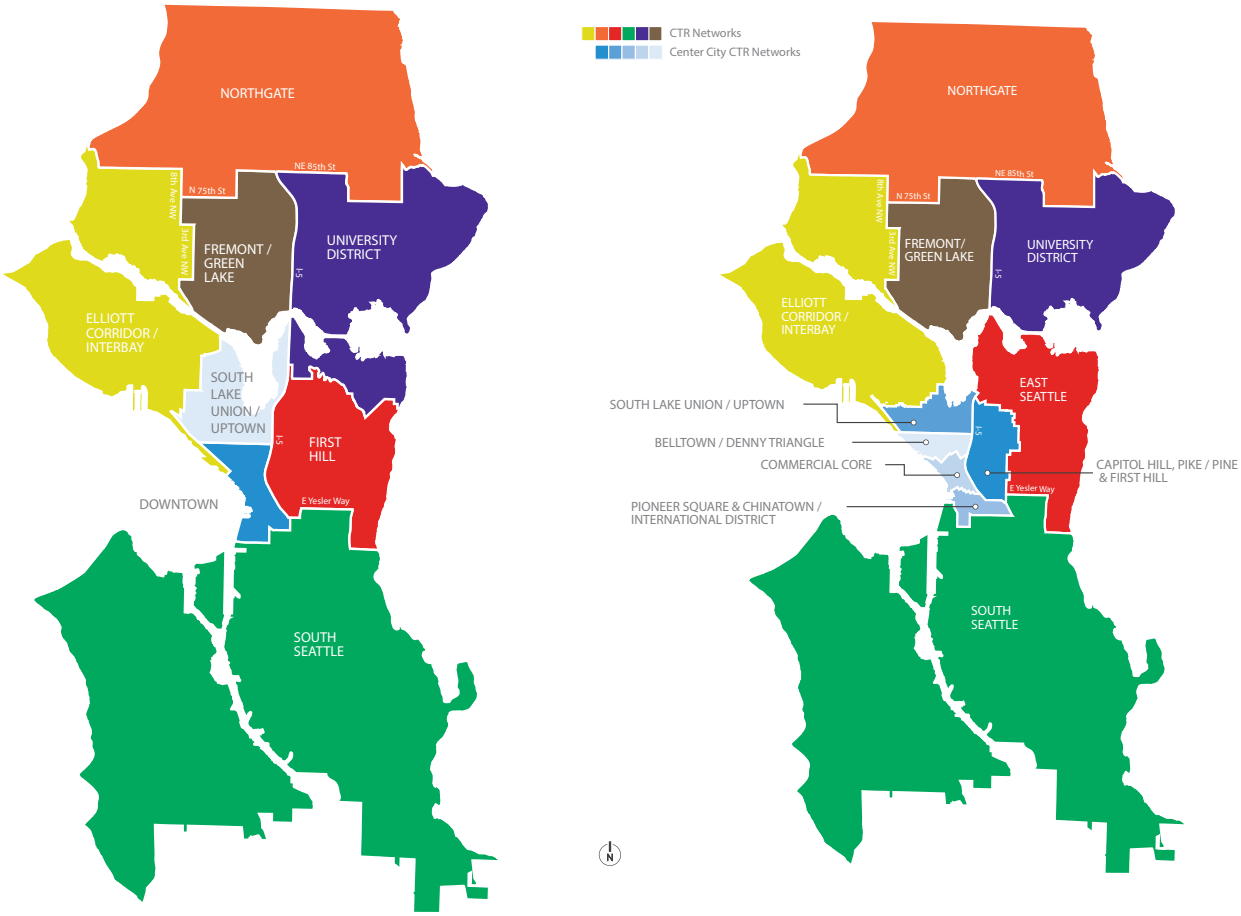


FIGURE 9. **CTR Network Geography – Pre-2019 (left) and 2019-2023 (right)**



CORE PROGRAM GOALS AND TARGETS

This section describes the core program goals and targets for the 2019-2023 CTR strategic planning cycle – DAR and VMT per employee.

Summary of Methodology

DAR targets were set based on analysis of past CTR survey data and a 2035 future DAR target of 25%, which is 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.*

Given the current baseline DAR of 31.46% (2017-18) and a 2035-36 target of 25%, a constant relative rate of reduction (2.87% per biennium) between the two "bookend" biennia was used to calculate the DAR for the intermediate horizon biennia. The same rate of reduction was applied to the current VMT per employee performance to calculate a VMT per employee target for each horizon biennium.

After the citywide targets for each horizon biennium were calculated, these targets were then used to derive targets for each network area. Targets were distributed among the network areas based on the existing distribution of drive-alone trips – this ensures that the network targets reflect past trends. For example, if Network "X" currently has 15% of all drive-alone trips, it is assumed to have the same proportion of all drive-alone trips in the future. Total commute trip increases per network area are estimated based upon outputs from the Puget Sound Regional Council (PSRC) regional travel demand model.

Targets for VMT per employee are distributed in a very similar way – the VMT per employee target per network area is calculated based upon the current distribution of VMT by network area. In other words, the proportion of VMT per network vis-a-vis citywide total remains constant. Employee increases per network area are estimated based upon outputs from the PSRC regional travel demand model.

Additional details on the target-setting methodology and assumptions were described in the Strategic Plan Technical Report.



PLAN SPOTLIGHT

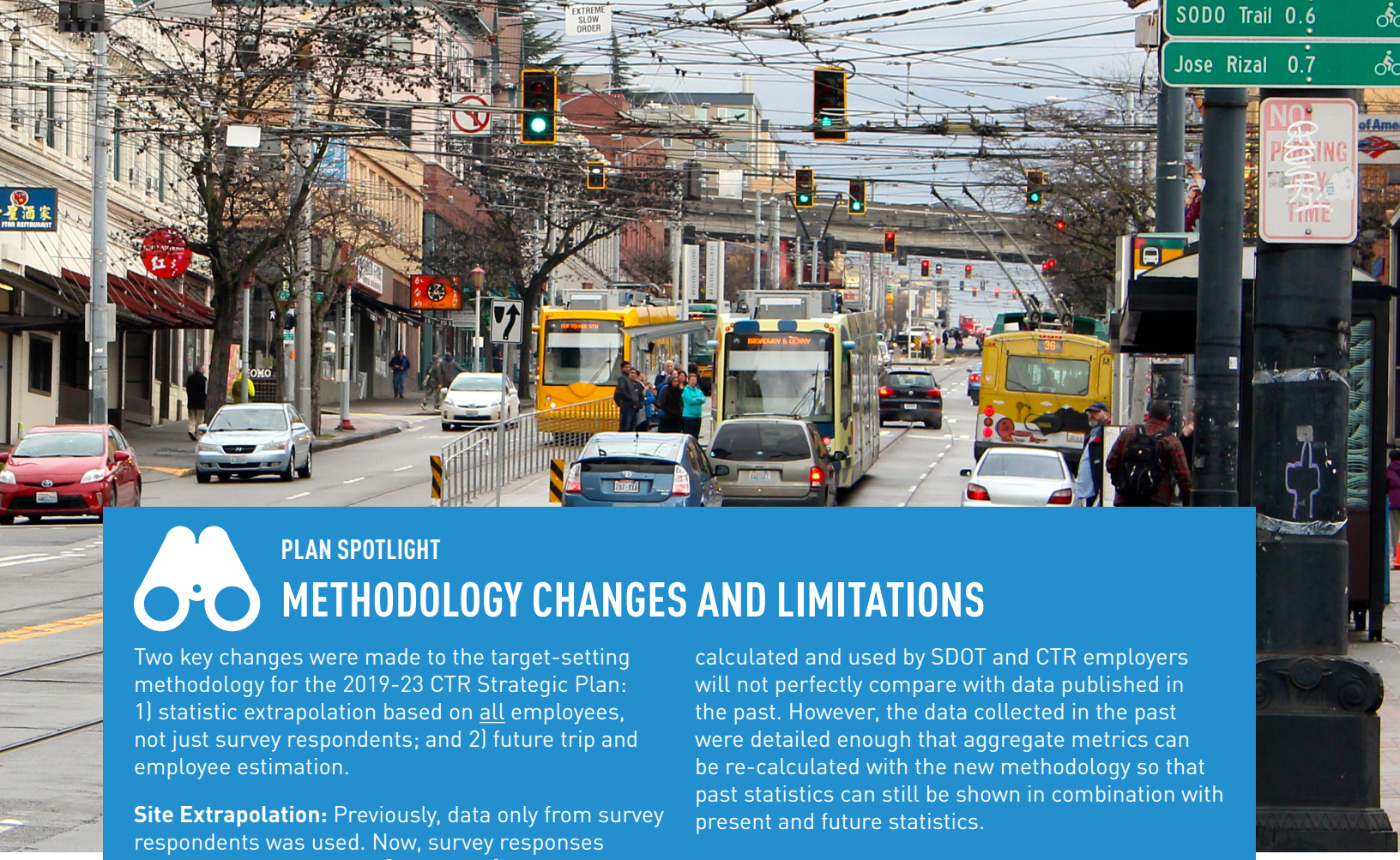
VMT GOAL

VMT per employee was added as a core CTR program performance metric to:

- Include a metric more representative of transportation system capacity – VMT during a commute cycle can be directly tied to lane-miles of capacity available.
- Track and potentially address variation in trip length among commuters – for example, as housing prices increase in the Seattle metropolitan area, commute trip lengths may increase.

The metric is set on a per employee basis so it can be scaled to employment sites of any size. It is calculated by dividing the total one-way weekly vehicle miles traveled by employees of a site by the total employees at that site. This means that VMT per employee can be reduced by reducing the DAR and/or by reducing employee trip distances.

While VMT data has been collected previously via the CTR survey, it has not yet been utilized to evaluate the program.



PLAN SPOTLIGHT

METHODOLOGY CHANGES AND LIMITATIONS

Two key changes were made to the target-setting methodology for the 2019-23 CTR Strategic Plan: 1) statistic extrapolation based on all employees, not just survey respondents; and 2) future trip and employee estimation.

Site Extrapolation: Previously, data only from survey respondents was used. Now, survey responses will be normalized by all [estimated] employees. Similarly, all employees are now included in the performance and target estimation process. Reporting only respondent data meant that sites with high response rates were overrepresented in the summary data relative to their actual number of employees, and sites with lower response rates were underrepresented.

Future Trip and Employee Estimation: Data from PSRC's regional trip-based travel model was used to estimate employee and trip growth rates for each network area during each evaluation cycle. These growth rates were applied to calculate total number of future drive-alone trips (DAT) for the city, and then distributed those trips within the 11 CTR networks to generate new DAR and VMT targets.

The projected number of trips and employees are subject to the same limitations as the PSRC regional travel model – the model is strongly tied to past trends, and trip-based models typically overestimate drive-alone trips in dense, mixed-use urban areas. This process should be repeated in the future with updated model results (potentially from the more robust activity-based model) to recalibrate trip and employee growth estimates.

Issues in Changing Methodology: Given these major changes in methodology, the targets and metrics calculated and used by SDOT and CTR employers will not perfectly compare with data published in the past. However, the data collected in the past were detailed enough that aggregate metrics can be re-calculated with the new methodology so that past statistics can still be shown in combination with present and future statistics.

Methodology Limitations: The targets are not set by employer, and are, therefore, agnostic of employer size, resources, transit access, and specific investment in drive-alone trip reduction. Targets were set on the overall network level, and they do not apply to each CTR employer individually. Each network includes a range of employers with different programming, needs, levels of transit access, and other unique factors. The network goals for 2019 and 2023 are based on a blended goal for a diverse set of employers. If all employers do their part to improve, and even if not every employer hits its network's new target, this Plan's analysis indicates that overall performance can still track towards overall CTR DAR goals for the Plan's 2023 horizon, and by extension put Seattle on a path towards achieving citywide DAR goals for 2035.

The CTR program hinges on good faith efforts from employers, and SDOT understands that some employers will perform above the targets and some below. What is important is that the average performance – e.g. the combined and weighted performance of every employer in a given network – improves collectively so overall network targets are achieved. The overarching intent of the CTR program is to work with employers and to continue making and maintain progress.

CITYWIDE TARGETS

Figure 10 and Figure 11 show past CTR performance and future targets. For 2019-23 the citywide DAR target is 28.8%, putting Seattle on pace to meet its Seattle 2035 Comprehensive Plan target of 25%.[12] The VMT target per employee is 4.0 for 2019-23. Figure 12 summarizes citywide DAR past performance and target trend line by horizon biennium.

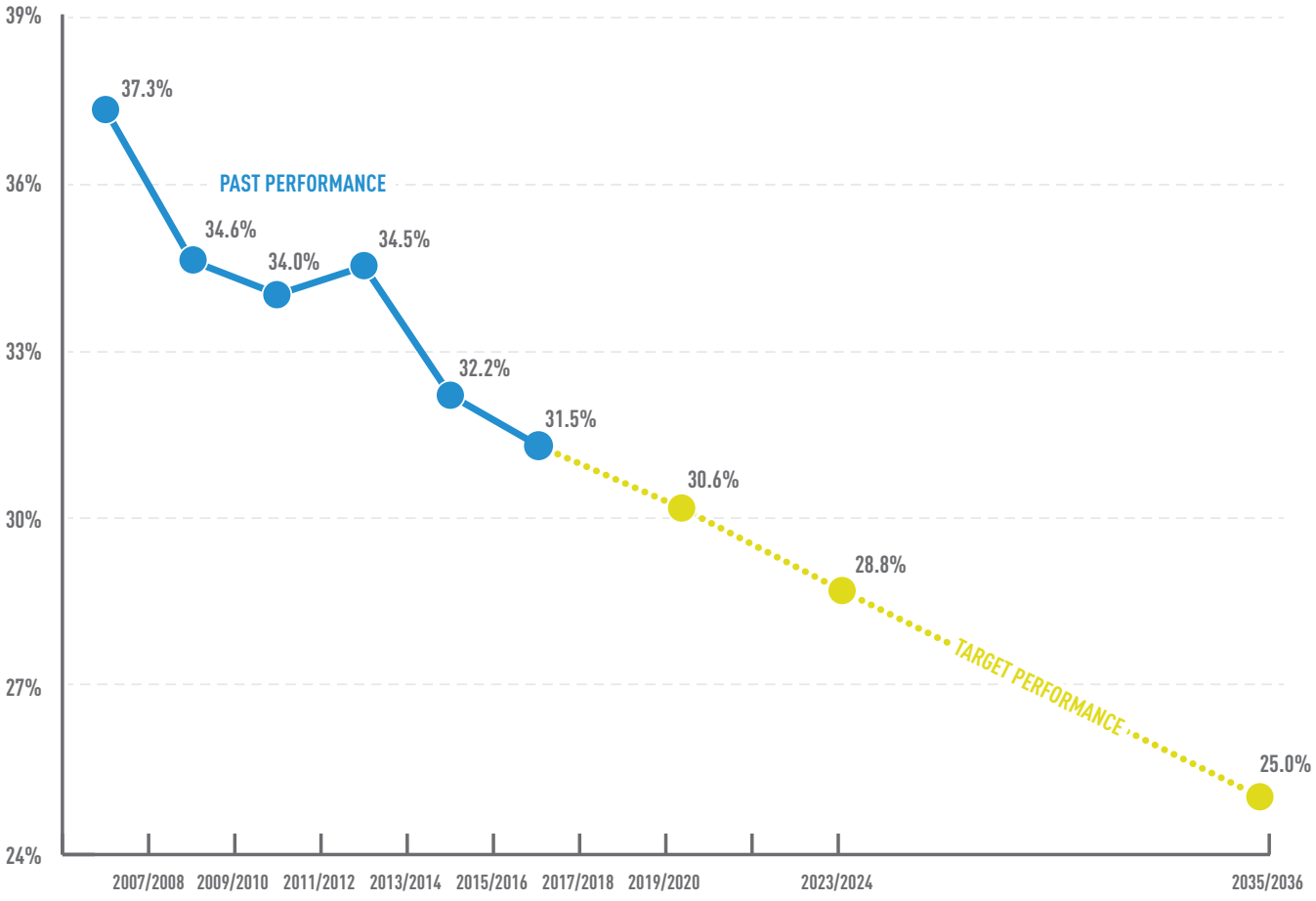
FIGURE 10. **DAR and VMT Past Performance**

Horizon Biennium	Description	Adjusted DAR Target	VMT per Employee Target
2007/2008	Past Performance	37.3%	5.9
2009/2010		34.7%	5.4
2011/2012		34.0%	5.0
2013/2014		34.5%	4.9
2015/2016		32.2%[13]	4.5
2017/2018	Current Conditions	31.5%	4.4

FIGURE 11. **DAR and VMT Future Targets**

Horizon Biennium	Description	Adjusted DAR Target	VMT per Employee Target
2019/2020	CTR Plan Update 2017-2019	30.6%	4.3
2023/2024	CTR Strategic Plan 2019-2023	28.8%	4.0
2035/2036	Citywide 2035 Target	25.0%	3.5

FIGURE 12. **Citywide DAR - Past Performance and Future Targets**



NETWORK TARGETS

The 2019-2023 network targets – a key outcome of this plan – are presented alongside the map of the 2019-2023 CTR networks in Figure 13. Detailed targets by network area and horizon biennium are identified for DAR and VMT per employee in Figure 14 and Figure 15, respectively.

FIGURE 13. **2019-2023 DAR and VMT Targets by Network Area**

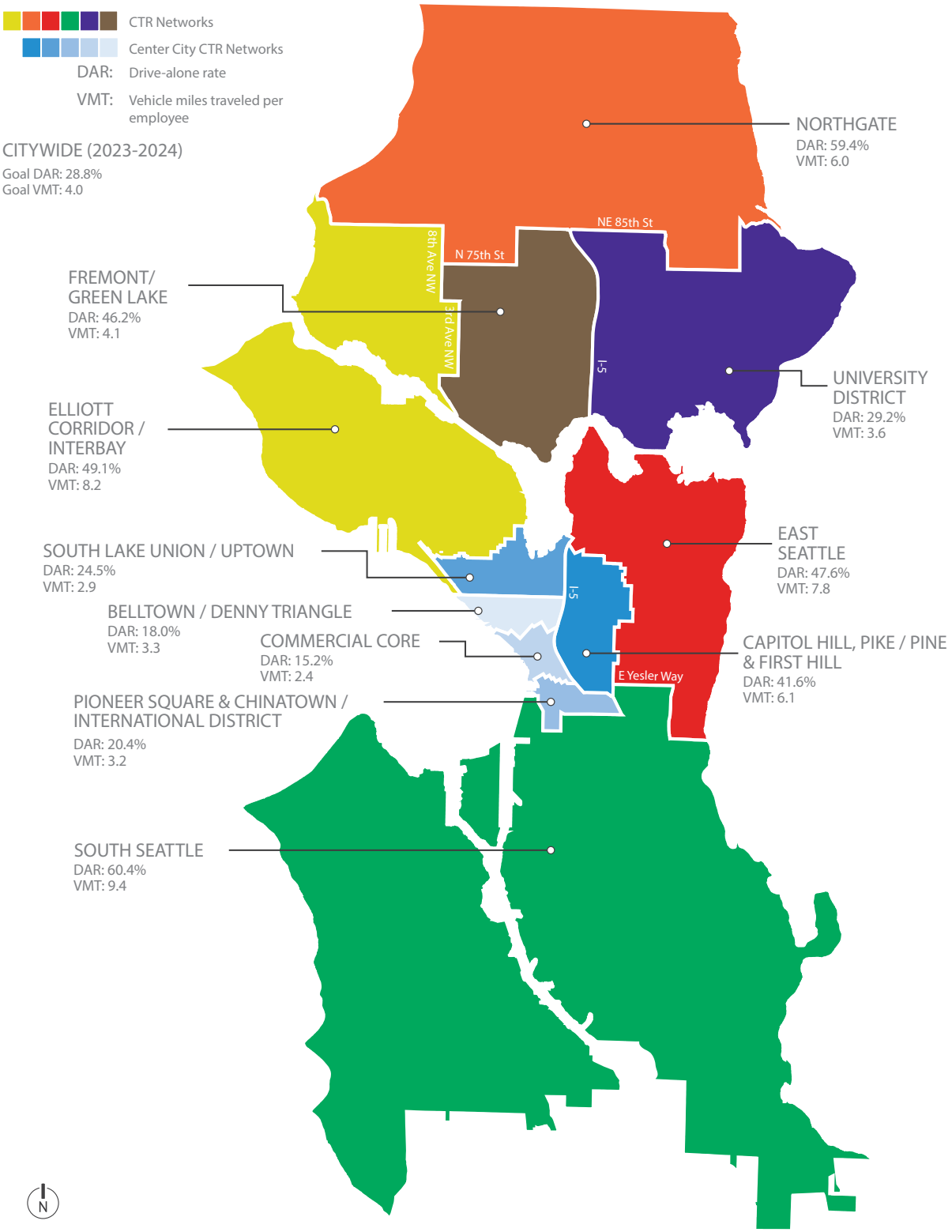


FIGURE 14. DAR Targets by Network Area and Horizon Biennium

Network Area	2015/2016 (past performance)	2017/2018* (current conditions)	2019/2020	2023/2024	2035/2036
Elliott Corridor/ Interbay	54.9%	53.6%	52.0%	49.1%	42.4%
East Seattle	50.7%	49.3%	48.7%	47.6%	45.3%
Fremont/Green Lake	52.8%	48.1%	47.5%	46.2%	43.5%
Northgate	71.2%	69.0%	65.5%	59.4%	46.9%
South Seattle	67.3%	65.2%	63.5%	60.4%	53.4%
U District	36.1%	31.0%	30.4%	29.2%	26.6%
Pioneer Square & Chinatown/ International District	24.1%	21.9%	21.4%	20.4%	18.1%
South Lake Union & Uptown	32.2%	28.1%	26.8%	24.5%	19.7%
Belltown & Denny Triangle	24.3%	21.1%	20.0%	18.0%	14.1%
Capitol Hill, Pike/ Pine, & First Hill	39.3%	43.5%	42.9%	41.6%	38.9%
Commercial Core	17.9%	15.8%	15.6%	15.2%	14.4%
Citywide	32.2%	31.5%	30.6%	28.8%	25.0%

FIGURE 15. VMT per Employee Targets by Network Area and Horizon Biennium

Network Area	2015/2016 (past performance)	2017/2018 (current conditions)	2019/2020	2023/2024	2035/2036
Elliott Corridor/ Interbay	8.1	8.9	8.6	8.1	7.0
East Seattle	6.2	8.3	8.0	7.8	6.8
Fremont/Green Lake	4.8	4.5	4.3	4.1	3.5
Northgate	6.3	6.5	6.3	6.0	5.2
South Seattle	8.0	10.2	9.8	9.3	8.0
U District	4.2	3.9	3.7	3.6	3.3
Pioneer Square & Chinatown/ International District	4.3	3.5	3.3	3.2	2.8
South Lake Union & Uptown	4.0	3.4	3.2	2.9	2.4
Belltown & Denny Triangle	4.2	3.8	3.6	3.3	2.8
Capitol Hill, Pike/ Pine, & First Hill	4.2	6.7	6.4	6.1	5.4
Commercial Core	3.0	2.7	2.6	2.4	2.1
Citywide	4.5	4.4	4.3	4.0	3.5



ONE CENTER CITY AND THE CENTER CITY MODESPLIT SURVEY – FULL COMMUTE MARKET TARGETS

The One Center City planning effort coordinates several transportation agencies to identify joint investments for improving mobility in Seattle's Center City. As part of its Long-Term Action Plan, mode share targets will be set for all center city employees, regardless of employer size or CTR status.

The number of Center City jobs is expected to increase by nearly 100,000 by 2035, yet the number of employee drive-alone trips should remain similar due to reductions in the drive-alone rate.

The Center City Mode Split Survey (CCMSS), conducted every two years to understand commute behavior of the full cross section of employees downtown, also sets mode split targets to track progress towards drive-alone rate and trip reduction goals.

To help initiate and facilitate the process of target setting for these two efforts, the 2019-23 CTR Strategic Plan also identifies **full market** targets (all employees, not just CTR-affected) for the Center City. The full market target uses data from the CCMSS, which combined CTR survey data with additional surveying, to obtain a representative sample of all Center City employees.

To set the targets, an identical endpoint to the CTR target setting process was assumed – 25% DAR citywide must be achieved by 2035. This endpoint was used to set a 2035 DAR target for the entire Center City (18.3%), and then CCMSS data was used to distribute that target among the networks.

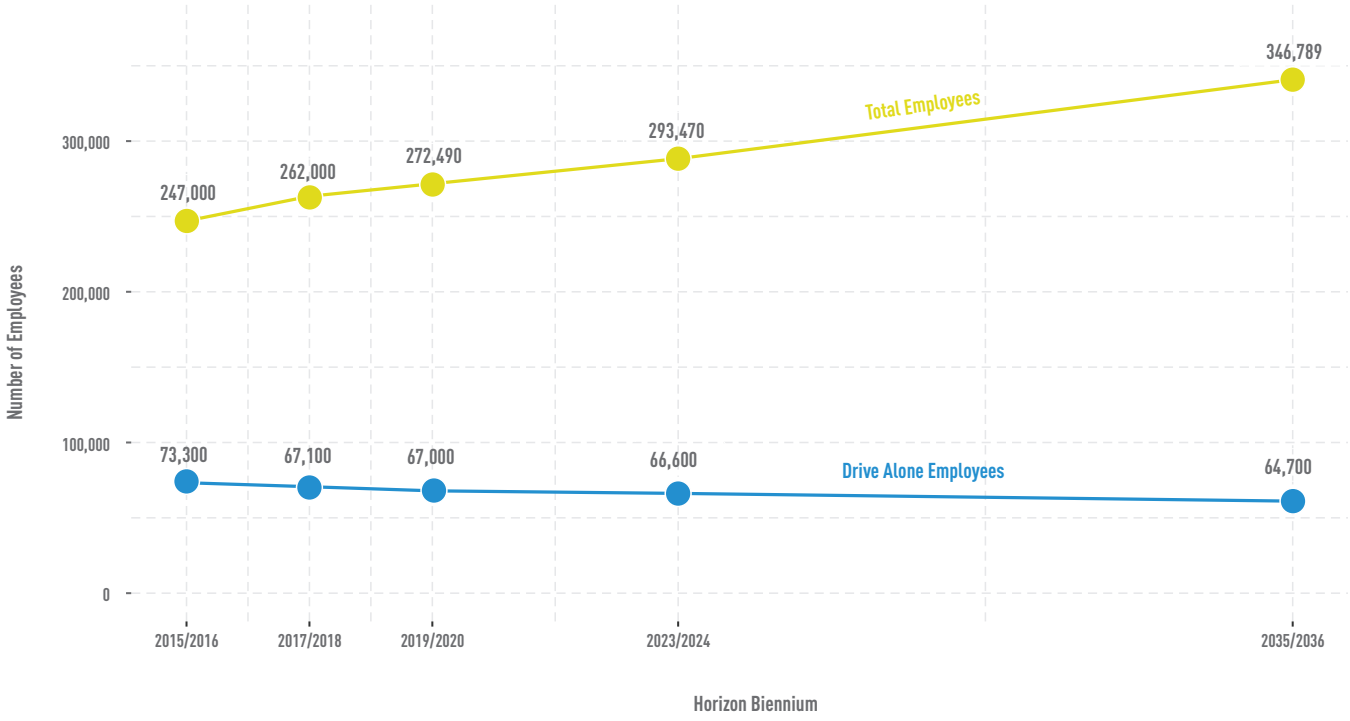
Based on existing performance, intermediate targets were calculated based on a constant relative rate of reduction per survey cycle. As the full market DAR in the Center City (29.7%) is 4.5% higher than the corresponding DAR for CTR sites only, a higher rate of decrease is required to meet the 2035 full market goal – 4.7% reduction per survey cycle as opposed to 2.8%. The DAR targets by network area and horizon biennium are identified in Figure 16.

Based on this analysis, the number of Center City jobs is expected to increase by nearly 100,000[14] by 2035, yet the number of employee drive-alone trips will remain similar due to reductions in the drive-alone rate. This trend is illustrated graphically in Figure 17.

FIGURE 16. **OCC Full Market DAR Targets, by Center City CTR Network Areas**

Network Area	2015/2016 (past performance)	2017/2018 (current conditions)	2019/2020	2023/2024	2035/2036
Pioneer Square & Chinatown/ International District	27.3%	30.2%	29.1%	27.0%	22.4%
South Lake Union & Uptown	43.1%	33.5%	31.6%	28.2%	21.2%
Belltown & Denny Triangle	31.1%	27.2%	25.4%	22.4%	16.3%
Capitol Hill, Pike/ Pine, & First Hill	39.0%	36.1%	35.1%	33.2%	24.0%
Commercial Core	19.9%	15.8%	15.4%	14.6%	12.9%
Center City (Total)	29.7%	25.5%	24.5%	22.5%	18.3%

FIGURE 17. **Projected Employee and Drive-alone Employee Growth in Center City**





PLAN SPOTLIGHT

2017 CENTER CITY MODE SPLIT SURVEY RESULTS

In February 2018 – during the final stages of this plan's completion – Commute Seattle and EMC Research published the results of the 2017 Center City Mode Split Survey. The data showed that the DAR in 2017 decreased from 30% in 2016 to 25.5% in 2017. This performance outpaces the original projections used to inform the target-setting process for this plan. The Center City targets (Figure 16) were re-projected to match the CTR citywide targets.

2019-2023 PROGRAM BENCHMARKS

The 2019-23 Plan also establishes a new set of internal benchmarks to support enhanced tracking of CTR program performance. The benchmarks provide a more comprehensive set of metrics to not only track progress towards DAR and VMT reduction, but also assess climate impacts, employee satisfaction, level of program offerings, and cost effectiveness. These benchmarks can be utilized to illustrate all aspects of program performance to local, state, and federal policy makers – key to securing additional funding and larger policy changes. The six categories of benchmarks include:

Commute Outcomes: To what degree are Seattle and the CTR program meeting their commute trip reduction goals?

Climate Outcomes: To what degree is the CTR program supporting reductions in transportation-related emissions?

Program Reach: To what degree is the CTR program growing? To what degree are CTR sites captured by the CTR program?

Cross-Program Integration: To what degree is the CTR program integrated with other local trip reduction programs? These benchmarks will allow staff to better understand how the CTR program supports other trip reduction efforts with TMPs and in the Central City.

Programming Impact: To what degree are CTR employers offering mobility programs? What is the level of program satisfaction? Which program elements are most impactful? These benchmarks will allow staff to better understand employer-offered services and, eventually, correlate their implementation to DAR and VMT trends.

Cost Effectiveness: To what degree are the state, city, and local employers investing in the CTR program? How are funds being spent?

Figure 18 provides a list of program benchmarks. It also outlines the data sources for each benchmark. Benchmarks can be measured and reported at the following levels:

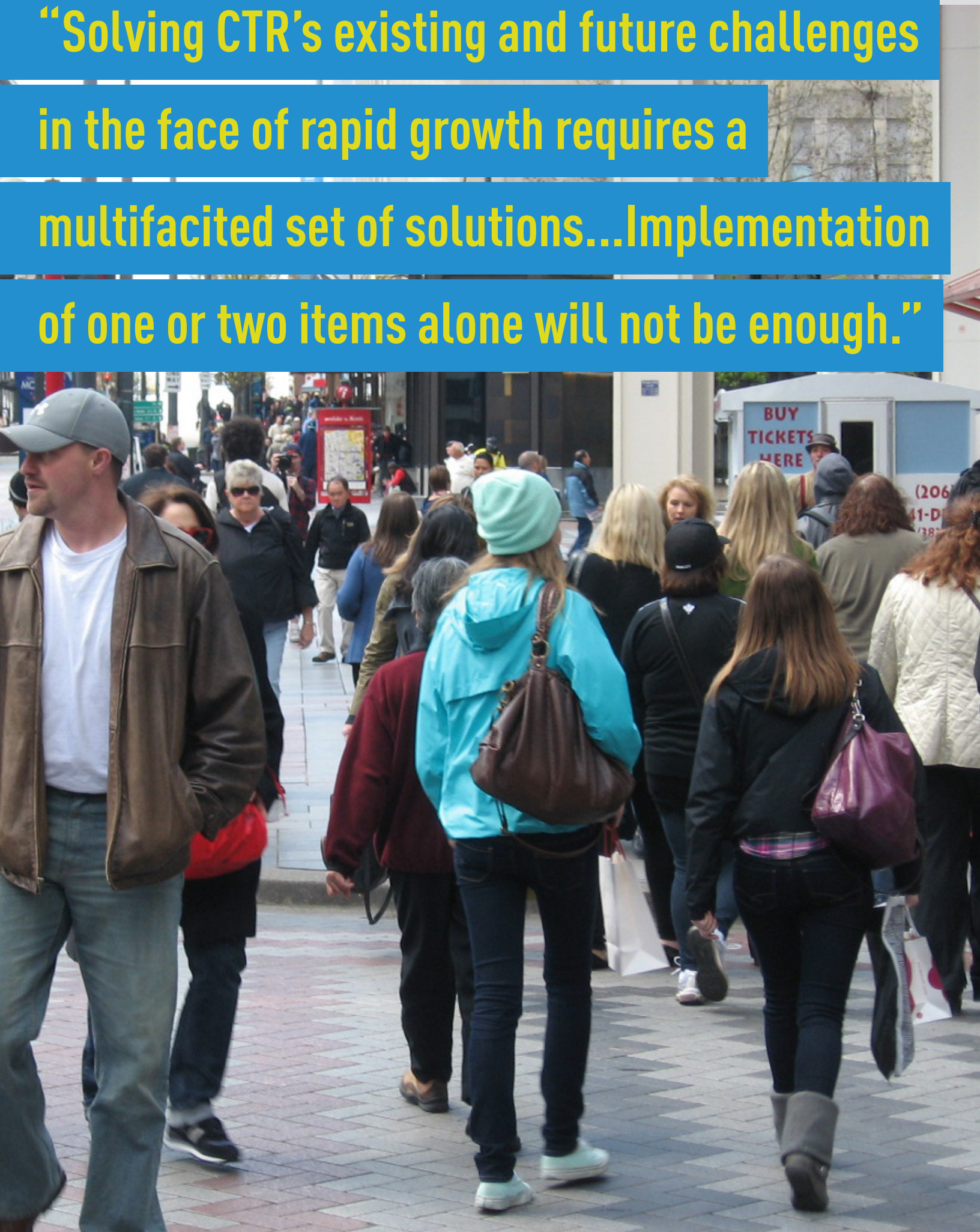
- **Citywide.** All benchmarks will be tracked at the citywide level to assess Seattle's performance over time.
- **Network.** A majority of benchmarks will be tracked at the network level to enable more localized strategies in response to optimal or sub-optimal performance of a specific network area.
- **Site.** Several site level benchmarks will be recorded to direct resources to specific sites that are under-performing, or highlight the success of sites performing especially well.

FIGURE 18. **Trends, Sources, and Level of Analysis for Benchmarks**

Benchmark	Desired Trend (if applicable)	Data Source	Analysis Level		
			Citywide	Network	Site
COMMUTE OUTCOMES					
CTR Survey Mode Split	Increased MM travel	CTR Survey	✓	✓	✓
# of Sites Achieving Network DAR Target vs. # of CTR Sites Not Achieving Network DAR Target	↗	CTR Survey	✓	✓	✓
Household Travel Survey Mode Split (Commute Trips)	Increased MM travel	Regional Household Travel Survey (PSRC)	✓	✓	
Resident Commute Mode Split (American Community Survey)	Decreased DAR / Increased MM travel	ACS (U.S. Census Bureau)	✓	✓	
CLIMATE OUTCOMES					
GHG Emissions (absolute and per employee)	↘	CTR Survey	✓	✓	✓
PROGRAM REACH					
Number of Employees at CTR Sites	↗	CTR Survey / Employer Response Form (ERF)	✓	✓	✓
Number of CTR-Affected Employees	↗	CTR Survey / ERF	✓	✓	✓
Number of Voluntary Sites	↗	CTR Survey / ERF	✓	✓	
Number of CTR-Affected Employers	↗	CTR Survey / ERF	✓	✓	
Number of CTR-Assisted Site Moves	↗	CTR Survey / ERF	✓	✓	
Capture Rate of CTR Eligible Sites	↗	TBD	✓	✓	
Capture Rate of CTR Surveyed Employees to all Seattle Employees	↗	TBD	✓	✓	
CROSS-PROGRAM INTEGRATION					
Number of Sites Per Program Affiliation (CTR, TMP, & CC)	↗	Coordinated CTR, TMP, CCMSS	✓	✓	✓
Number of Combination Sites (CTR/TMP/CC, CTR/TMP, CTR/CC, TMP/CC)	↗	Coordinated CTR, TMP, CCMSS	✓	✓	✓
Number of Employees Represented for Combination Sites	↗	Coordinated CTR, TMP, CCMSS	✓	✓	✓
Number of Trips Represented for Combination Sites	↗	Coordinated CTR, TMP, CCMSS	✓	✓	✓

Benchmark	Desired Trend (if applicable)	Data Source	Analysis Level		
			Citywide	Network	Site
PROGRAMMING IMPACT					
Sites with drive-alone subsidy / Sites with multimodal subsidy	↘	CTR Program Reports	✓	✓	✓
% of CTR sites/ employees with pre-tax benefits	↗	CTR Program Reports	✓	✓	✓
% of CTR sites/ employees with transit passes	↗	CTR Program Reports	✓	✓	✓
% of CTR sites/ employees with bike/ pedestrian incentives	↗	CTR Program Reports	✓	✓	✓
% of CTR sites/ employees with shared mobility services/subsidy	↗	CTR Program Reports	✓	✓	✓
% of CTR sites/ employees with ridematching services	↗	CTR Program Reports	✓	✓	✓
% of CTR sites/ employees with alternative work schedules	↗	CTR Program Reports	✓	✓	✓
% of CTR sites with parking management program	↗	CTR Program Reports	✓	✓	✓
# of program consultations per site	↗	Commute Seattle / Quarterly Contract Reports	✓	✓	✓
ETC program satisfaction	↗	CTR Survey	✓	✓	✓
Employee program satisfaction (via revised CTR survey)	↗	CTR Survey	✓	✓	✓
COST EFFECTIVENESS					
SDOT CTR $ per SOV / non-SOV employee	↘ | ↗	CTR Survey	✓		
Employer $s of mobility investment per CTR site	↗	CTR Program Reports	✓	✓	✓
Employer $s of mobility investment per SOV / non-SOV employee	↘ | ↗	CTR Program Reports	✓	✓	✓

"Solving CTR's existing and future challenges in the face of rapid growth requires a multifacited set of solutions...Implementation of one or two items alone will not be enough."



4

THE TOOLS

SDOT would need to pursue a multifaceted set of strategies to solve CTR's existing and future challenges.

This chapter defines the strategies that SDOT and its public-sector partners could pursue to achieve the CTR program vision, meet its specific goals, and continue to deliver high-quality programming for the benefit of CTR-affected employers. It uses the evaluation framework described in the previous chapter, which is anchored around a set of formal goals (DAR and VMT), as well as a package of informal program benchmarks.

Solving CTR's existing and future challenges in the face of rapid growth requires a multifaceted set of solutions. The strategies in this chapter represent a package of potential solutions that SDOT and its public-sector partners could implement. Many of these strategies will require additional resources for SDOT. Implementation of one or two items alone will not be enough, but they can be combined flexibly for the best results.

Figure 19 shows the 28 Strategies organized into the following categories, each representing a key element of the CTR program:

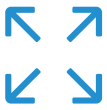
- Performance Monitoring (PM)
- Policy and Regulatory (P)
- Programming and Engagement (PE)
- Administration and Funding (A)
- Emerging Markets (EM)

For each strategy, the following pages provide detailed information on:

- **Overview:** A brief overview of the strategy and its required action(s).
- **Rationale:** A summary of the relevant challenge(s) and how the strategy will improve the program.

- **Actions:** A summary of the specific next steps for implementation. Each action has been designated as either "low," "high," or "low/high." As described further in Chapter 5, the designation reflects the required funding scenario necessary for implementation of the specific action.
  - » *Low*: Current baseline funding plus a "low" amount of additional funding is needed for full implementation of the specific action.
  - » *High*: Current baseline funding plus a "high" amount of additional funding is needed for full implementation of the specific action.
  - » *Low/High*: Initial implementation can occur under the "low" funding scenario, but "high" funding is needed for full implementation.
- **Implementation Partners:** The key agency, stakeholder, or group required for implementation.
- **New or Enhanced Strategy:** Is this a new strategy or an improvement of an existing policy or program?
- **Implementation Timeline:** The recommended and/or likely timeline for strategy implementation.
  - » *Short-term*: prior to, or within, the first year of the plan cycle
  - » *Medium-term*: prior to, or within, the first three years of the plan cycle
  - » *Long-term*: by end of plan cycle and/or into following plan cycle
  - » *Ongoing*: Occurring prior to and through the life of the plan
- **Relative Benefit:** All of the strategies will benefit the program, yet some can have higher benefits or impacts. Each strategy was categorized for its relative ability (Low, Medium, High) to help the CTR program meet its core goals of DAR and VMT reduction, while also supporting the program benchmarks.
- **The relative "benefit" of each strategy was determined via a qualitative process, factoring in three primary inputs:** 1) review of existing CTR data and past performance; 2) staff and stakeholder feedback; 3) project team experience and knowledge of trip reduction best practices and strategy effectiveness.
- **Estimated SDOT Cost Impact:** Estimated range of cost impact to SDOT, from an order-of-magnitude scale of $ (low) to $$$$ (high). As described in Chapter 5, high-level cost estimates were developed for each strategy. Given the programmatic nature of the CTR program, costs were primarily based on the additional full-time equivalents (FTEs) required for implementation of each strategy.

FIGURE 19. **List of 2019-23 Plan Strategies**

Category	Strategy	Page
Performance Monitoring 	**PM.1** - Improve CTR survey administration and sampling methods	36
	PM.2 - Revise CTR survey questions	37
	PM.3 - Enhance CTR survey instrument	38
	PM.4 - Update and streamline CTR reporting	39
	PM.5 - Improve CTR site identification and on-boarding	40
	PM.6 - Formalize SDOT methods for network target setting	41
	PM.7 - Refine core program goals and adopt formal internal program benchmarks	42
Policy and Regulatory 	**P.1** - Update the CTR section of the Seattle Municipal Code (SMC)	43
	P.2 - Update CTR state law or administrative code to address gaps in employee coverage	44
	P.3 - Update regulations for TMPs to better support CTR program goals	45
	P.4 - Support ongoing improvements to citywide parking policy	46
	P.5 - Continue Support for Commuter Benefits	47
	P.6 - Integrate New Mobility Initiatives	48
	P.7 - Support improvements to local and regional policies, programs, and initiatives	49
	P.8 - Prioritize pre-tax benefit programs	50
Programming and Engagement 	**PE.1** - Market CTR benefits	51
	PE.2 - Enhance web presence of CTR program and related transportation resources	52
	PE.3 - Utilize new data streams and tools to prioritize and target key employers	53
	PE.4 - Enhance Employee Transportation Coordinator (ETC) training	54
	PE.5 - Embrace new commuter technology	55
	PE.6 - Strengthen private sector partnerships	56
Administration and Funding 	**A.1** – Work to increase CTR program funding	57
	A.2 - Partner with TMAs or other non-city entities to support program administration	58
	A.3 - Augment SDOT CTR staffing	59
	A.4 - Plan and initiate a local CTR grant program	60
Emerging Markets 	**EM.1** - Target emerging markets: smaller employers	61
	EM.2 - Target emerging markets: "high-priority" geographies	62
	EM.3 - Target emerging markets: multi-family residential	63

PM.1 IMPROVE CTR SURVEY ADMINISTRATION AND SAMPLING METHODS

Overview

Develop, test, and implement changes to CTR survey administration to ensure robust and accurate data collection useful to multiple SDOT functions.

Rationale

Two other city programs, Seattle's Transportation Management Programs (TMPs) and Commute Seattle's Center City Commuter Mode Split Survey (CCMSS), rely on CTR survey questions and the resultant data. Consolidating all three survey efforts to the best extent possible would reduce administrative costs, streamline data collection, and allow for more consistent data aggregation across all three surveys.

Currently, WSDOT and SDOT require that sites achieve a minimum 50% response rate, with 70% being the desired response rate. This requirement is only waived for sites larger than 1,000 employees – in that case, guidance for minimum sample sizes is provided by WSDOT.[15]

Sampling is a more robust strategy for ensuring a representative pool of survey respondents than a minimum response rate, as the minimum response rate does not ensure that those who do not respond are missing at random. This generally refers to "self-selection bias," meaning that those interested in the survey are more likely to respond, potentially leading to skewed results (e.g. an artificially low Drive-alone Rate).

Additional use of sampling would streamline survey management and reduce survey burden by decreasing the total number of survey respondents. However, achieving the appropriate sample size for smaller sites can prove problematic.

Implementation Partners: SDOT, WSDOT, Commute Seattle

New or Enhanced Strategy: Enhanced

Implementation Timeline: Short-term

Relative Benefit: High

Estimated SDOT Cost Impact: $ – $$

Low: ⊖ High: ⊕

Actions

⊖ / ⊕ **PM 1.1 – Develop a universal survey instrument and administer CTR, TMP, and CCMSS concurrently.** Baseline questions should be the same, but other questions could be modified for the needs of each survey. Ensuring the base questions are identical enables the data to be easily aggregated between programs.

⊖ **PM 1.2 – To represent a defined snapshot of commute behavior at a single point in time, the CTR survey and CCMSS should be conducted at the same time.** Travel surveys are ideally done in spring or fall and when regular travel patterns have been established after vacation breaks.

⊖ **PM 1.3 – Allow and encourage sampling for all CTR sites to reduce administrative burden.** Sampling methods should follow established WSDOT guidance for minimum number of surveys administered. SDOT should work with WSDOT to expand this table to reflect the full range of employment site sizes in the city of Seattle, including those with less than 1,000 employees. It is also recommended that sites randomly select employees from a full list of employees per site, regardless of whether an employee is CTR-affected or not.

⊖ **PM 1.4 – Prior to implementation, communicate survey and method changes to CTR sites and ETCs.** Provide training materials and in-person trainings as needed.

⊕ **PM .1.5 – Incorporate CTR, TMP, and CCMSS data into a single database for maximum utility to all programs and other relevant SDOT functions.** This database or its outputs should be accessible to key internal and external staff.

PM.2 REVISE CTR SURVEY QUESTIONS

Overview

Work with WSDOT to revise CTR survey questions to better capture travel behavior and program performance.

Rationale

WSDOT is currently working to update and revise the statewide CTR survey as part of its strategic planning efforts. As the largest CTR jurisdiction, SDOT should collaborate with WSDOT to add and/or revise several categories of questions for the new survey. The addition of these questions will make survey data more useful to WSDOT, SDOT, and CTR sites.

Implementation Partners: WSDOT, SDOT, Commute Seattle, other CTR jurisdictions

New or Enhanced Strategy: Enhanced

Implementation Timeline: Short-term

Relative Benefit: Low

Estimated SDOT Cost Impact: $

Low: ⊖ High: ⊕

Actions

⊖ **PM.2.1 – Add a survey question on PM commute trip mode.** A commuter may use different modes of travel in the AM and PM periods – especially in a city with as many modal options as Seattle. Seattle's CTR program would benefit from collecting information about both trip legs, so that round-trip Drive-alone Trips are estimated more accurately.

⊖ **PM.2.2 – Revise trip mode questions to include new modes of interest, especially rideshare via transportation network companies (TNCs) and vehicle occupancy per TNC trip.** Establish guidelines about how to classify one-person vs. multi-person TNC trips for DAR calculations.

⊖ **PM.2.3 – Revise the survey to provide better understanding of multi-leg trips, likely through a multi-step question about each leg of trip.**

⊖ **PM.2.4 – Add optional survey questions to record basic demographics.** These questions could include age, income level, gender, and race/ethnicity. Analysis by demography would enable SDOT to identify key trends and tailor specific programs to meet the commute and mobility needs of women, low-income, minority, and disabled populations.

⊖ **PM.2.5 – Add survey question(s) to qualitatively assess the effectiveness of CTR programs and policies to employees.** Providing employees an opportunity to evaluate their employer and the CTR programming at their worksite could prove useful in directing future resources for the CTR program. Such questions are typically done on a "1-5" scale.

⊖ **PM.2.6 – Eliminate survey questions that no longer provide value or can be captured with other questions, such as transit operator.**

⊖ **PM.2.7 – Work with WSDOT to confirm a policy related to calendaring (aka "equivalent data").**

⊕ **PM.2.8 – Modernize the file sharing process between WSDOT and SDOT.** Continue and advance work to develop SDOT's ability to collect, manage, and analyze data independent of WSDOT's processes.



PM.3 ENHANCE CTR SURVEY INSTRUMENT

Overview

Enhance the CTR survey instrument to improve data collection and processing, while reducing the administrative burden for CTR staff, ETCs, and employees.

Rationale

WSDOT currently administers the survey using an internally developed and maintained platform, hosted by Washington State University. While this approach has some data control benefits, it is not as flexible or as user-friendly as other modern survey platforms.

A major challenge is survey access during peak response time, especially at large employment sites. Server issues affect response rate and diminish program buy-in. In addition, the continued use of a paper survey option adds unnecessary staff time for data entry and processing.

SDOT, in partnership with Commute Seattle, should support WSDOT survey migration to a more dynamic online platform with mobile device responsiveness. Surveys will be easier to complete and reduce the burden on WSDOT of hosting the online survey platform. Eliminating the paper survey option will automate recording and processing steps, which can reduce staff time spent on these processes. New platforms also offer more dynamic data analysis tools.

Implementation Partners: WSDOT, SDOT, Commute Seattle, other CTR jurisdictions

New or Enhanced Strategy: Enhanced

Implementation Timeline: Short-term

Relative Benefit: High

Estimated SDOT Cost Impact: $

Low: ⊖ High: ⊕

Actions

⊖ **PM.3.1 – Work with WSDOT to identify an appropriate third-party vendor/platform to ensure survey reliability.** Transition to a 100% web-based CTR survey to lower the burden of survey administration and data entry. Ensure a mobile format is available and easy to use.

⊖ / ⊕ **PE 3.2 – Work with WSDOT to investigate the feasibility of the CTR survey tracking unique respondents between survey cycles so that behavior change impacts can be assessed more thoroughly.** Ensure that all responses are tracked anonymously via a unique identification number.



PM.4 UPDATE AND STREAMLINE CTR REPORTING

Overview

Utilize and leverage new data tools to maximize value of data and increase transparency.

Rationale

The CTR survey collects a breadth of detailed transportation data across Seattle. However, only a small number of SDOT and Commute Seattle staff regularly use CTR data whether for program administration, service delivery, or reporting. CTR data provides value for many SDOT and ETC efforts, yet it can be hard to access and existing platforms reduce its utility.

A new data platform, dashboard tool, and site/network/citywide report cards could maximize utility to a broader range of SDOT staff, while enhancing CTR service delivery, reporting outcomes, and the visibility of the CTR program.



Implementation Partners: SDOT, Commute Seattle, WSDOT, CTR jurisdictions

New or Enhanced Strategy: New

Implementation Timeline: Short- to medium-term

Relative Benefit: High

Estimated SDOT Cost Impact: $ – $$

Low: ⊖ High: ⊕

Actions

⊖ **PM.4.1 – Support current local and state efforts to develop a CTR program dashboard.** The dashboard should allow for sharing survey data with CTR and WSDOT staff, Commute Seattle, CTR employers, ETCs, and other relevant stakeholders.

⊖ **PM.4.2 – Develop guidelines for appropriate levels of dashboard access to data.** Provide a "public" version of the dashboard, but aggregate data as necessary to ensure protection of proprietary employer data.

⊕ **PM.4.3 – Using new CTR benchmarks (Chapter 3), identify metrics to be reported on the dashboard that enable CTR sites to compare themselves more easily to peers, such as a 'site performance index.'**

⊕ **PM.4.4 – Develop a new program "scorecard" that demonstrates program performance in a user-friendly and attractive manner.** Issue the scorecard on a biennial basis. Use the scorecard to market CTR performance, document success, and identify upcoming challenges/issues.

PM.5 IMPROVE CTR SITE IDENTIFICATION AND ON-BOARDING

Overview

Work with the State of Washington and relevant city departments to better identify, track, and on-board CTR-eligible sites.

Rationale

Throughout the 2019-23 strategic planning process, CTR site identification was documented as a key challenge. An unknown, but potentially significant, number of CTR-eligible sites have yet to be identified, surveyed, or engaged by the program. For example, the CTR program might not capture an employer with 95 CTR-affected employees one year who then hires an additional five CTR-affected employees the following year.

This issue is largely due to a lack of consistent and reliable data source on employers. The Washington Employment Security Department (ESD) likely offers the most complete data set, but existing provisions of the Revised Code of Washington (RCW) restrict access to employer information.[16] In addition, the state and local CTR programs currently lack resources and tools to identify all CTR-affected employers, which without the ESD data require extensive research.

Implementation Partners: SDOT, WSDOT, Commute Seattle, Office of Economic Development

New or Enhanced Strategy: Enhanced

Implementation Timeline: Short- to medium-term

Relative Benefit: Medium

Estimated SDOT Cost Impact: $$ – $$$

Low: ⊖ High: ⊕

Actions

⊖ **PM.5.1 – Identify reliable data source for tracking CTR-eligible sites within the City of Seattle, such as quarterly business license reports.** Identify mechanism for alerting CTR program staff to new and relocating employers.

⊖ / ⊕ **PM 5.2 – Given limited resources, SDOT and Commute Seattle should filter data and target sites to on-board with the largest potential for reduction in DAR -** new/relocating sites, sites in areas with large investments in travel options (e.g., new light rail station), and sites with high engagement with Commute Seattle or other TDM organizations.

⊕ **PM.5.3 – If feasible, pursue and support legislative changes to the RCW** that would allow access to ESD data, while maintaining appropriate confidentiality.

⊕ **PM.5.4 –Re-evaluate CTR-eligible site inventory every six months** to capture new employers or growth in employment.



PM.6 FORMALIZE SDOT METHODS FOR NETWORK TARGET SETTING

Overview

Revise the methods by which SDOT aggregates data, including changes to the CTR network boundaries, statistical analysis, and future trip estimation.

Rationale

A number of improvements to the target-setting methodology are recommended in Chapter 3 of this plan. These changes better align CTR networks and targets with the One Center City planning effort, more accurately represent transportation outcomes, and incorporate for the first time a repeatable method for projecting growth in trip and employment statistics.



Implementation Partners: SDOT, PSRC

New or Enhanced Strategy: Enhanced

Implementation Timeline: Short- to medium-term

Relative Benefit: High

Estimated SDOT Cost Impact: $

Low: ⊖ High: ⊕

Actions

⊖ **PM.6.1 – As defined in Chapter 3 of this plan, establish new network boundaries.** This will ensure CTR networks better represent city geographies and align with the Center City neighborhood definitions.

⊖ **PM.6.2 – Revise analysis methodology to scale up all key program statistics to all employees, instead of just CTR survey respondents.** Scaling will provide a more accurate assessment of city and network performance by minimizing over- and under-representation of some sites in CTR targets.

⊕ **PM.6.3 – Revise DAR/VMT setting methodology to estimate future trips and employees per network based on Puget Sound Regional Council (PSRC) regional travel model.** Update trip and employee estimates during each CTR planning cycle to recalibrate future DAR and VMT targets by network. As the PSRC travel demand model is updated to an activity-based model, ensure CTR program has access to new trip and employee projections.

PM.7 REFINE CORE PROGRAM GOALS AND ADOPT FORMAL INTERNAL PROGRAM BENCHMARKS

Overview

Maintain DAR/NDAR as a core program goal. Include VMT per employee in the core program goals and associated targets. Adopt internal program benchmarks as part of ongoing program monitoring to better track and document program performance.

Rationale

As described in Chapter 3, core program goals are those for which the city will set formal reduction targets to be achieved over a set period – specifically, DAR and VMT per employee.

Program benchmarks are additional "informal" metrics that will allow for supplementary evaluation and tracking of CTR program performance over time, but do not have specified reduction targets. In addition, these benchmarks will further illustrate program performance to ETCs, CTR employers, as well as local, state, and federal policy makers – a key lever for advocating for additional funding and policy change.

Implementation Partners: SDOT, WSDOT, Commute Seattle, other CTR jurisdictions

New or Enhanced Strategy: New

Implementation Timeline: Short-term

Relative Benefit: High

Estimated SDOT Cost Impact: $

Low: ⊖ High: ⊕

Actions

⊖ **PM.7.1 – Adopt DAR and VMT targets as by this plan.** Include VMT per employee and associated targets in the core CTR program goals to: 1) better tie transportation outcomes recorded to transportation system capacity; and 2) track and potentially address variation in trip length among commuters.

⊖ **PM.7.2 – Adopt formal program benchmarks across the following categories:** Commute Outcomes, Climate Outcomes, Program Reach, Cross-Program Integration, Programming Impact, and Cost Effectiveness.

⊖ **PM.7.3 – Measure and track goals/targets/ benchmarks during each survey cycle.**



P.1 UPDATE THE CTR SECTION OF THE SEATTLE MUNICIPAL CODE (SMC)

Overview

Update key provisions of SMC Chapter 25.02[17] to support plan recommendations.

Implementation Partners: SDOT, WSDOT

New or Enhanced Strategy: Enhanced

Implementation Timeline: Short- to medium-term

Relative Benefit: High

Estimated SDOT Cost Impact: $ – $$

Low: ⊖ High: ⊕

Rationale

Chapter 25.02 of the SMC governs implementation of the CTR law in Seattle. It outlines program definitions, applicability, baseline requirements for CTR sites, exemptions, and reporting/monitoring requirements.

Much of the ordinance dates back to the early 1990s when the law was first adopted. In some areas, the code no longer reflects the state of the current program and the issues it grapples with. Key updates to Chapter 25.02 are necessary to ensure implementation of this Plan.

Actions

⊖ / ⊕ **P 1.1 – Update 25.02.030 to account for TNCs and their trip classification.** As discussed in Strategy PM.2, the CTR program and its survey should classify a single-person TNC trip as a drive-alone trip. Adjust the code to anticipate emerging modes of travel, such as self-driving vehicles.

⊖ / ⊕ **P 1.2 – Explore revision of 25.02.030.A to remove the current exclusion of "independent contractor" in the definition of "affected employer."** This action aligns with and supports Strategy P.2

⊖ / ⊕ **P 1.3 – Update 25.02.040.C to incentivize the most effective trip reduction measures.** The current code only requires implementation of two measures and treats all policies and programs as equal. Research and best practices are clear that certain measures are much more effective at changing employee travel behavior.

Changes to the code could include a "menu-based" and "tiered" approach, in which CTR sites are required to select one or more "high-impact" strategies (i.e. parking management, transit passes, shuttle programs, etc.) and another set of four or five "support" measures (i.e. bicycle parking, preferential carpool parking, etc.). Alternatively, the code could require a higher number of minimum or "baseline" measures, plus one or more high-impact programs.

⊖ / ⊕ **P 1.4 – Clarify 25.02.050B so that all trips must be surveyed, and that all surveyed trips will be used to measure performance to align with current local program and state reporting practices.** In consultation with WSDOT, clarify whether all "full-time" employers or only "affected" employers are required to survey.

⊖ / ⊕ **P 1.5 – Update 25.02.090 to revise penalty provisions to ensure compliance in a fair and consistent manner.** Set specific timelines for response to notice of violation.



P.2 UPDATE CTR STATE LAW OR ADMINISTRATIVE CODE TO ADDRESS GAPS IN EMPLOYEE COVERAGE

Overview

Support efforts to amend the Washington Administrative Code (WAC), or develop legislation updating the state CTR law, to specify that CTR worksites must account for employees that are contracted through an external company or agency. Evaluate additional changes to the definition of CTR-affected employee.

Rationale

WAC 468-63-070 and the Seattle Municipal Code (SMC) Chapter 25.02.030.A exempt individuals who are "an independent contractor" in the CTR definition of an "affected employee."[18]

Under this language, an employer can exclude on-site contract workers from their count of CTR-affected employees and CTR programming, even if they meet all other criteria defining an "affected employee." In addition, an employer can avoid the CTR requirements if their count of directly employed workers is less than 100, but their combined total with independently contracted workers is greater than 100.

More and more employers utilize contract workers, and this hiring practice is changing the nature of the national workforce.[19] The current exemption allows a potentially sizeable share of Seattle employers and employees to be exempt from the CTR program.

Furthermore, the current definition of a CTR-affected employee only includes those who arrive at their worksite between 6 a.m. and 9 a.m. on a weekday. The current definition may not reflect evolving work patterns or other peak travel periods affecting higher commute trip generators like large retail and/or academic institutions.

Implementation Partners: WSDOT

New or Enhanced Strategy: Enhanced

Implementation Timeline: Medium-term

Relative Benefit: Medium

Estimated SDOT Cost Impact: $ – $$

Low: ⊖ High: ⊕

Actions

⊖ **P.2.1 – Review CTR data and/or conduct additional data collection to identify contractor companies and number of employees.**

⊖ **P.2.2 – Assess impact of changes to definition of CTR-affected employee on CTR program.** Depending on scale of impact, identify the feasibility of accommodating changes based on available and projected program funding.

⊕ **P.2.3 – As feasible, support modifications to CTR law** to specify that contract employees at a worksite who meet the CTR-affected employee definition are included within the overall site employee count regardless of direct employer.

⊕ **P.2.4 – As feasible, support modifications to CTR law to change definition of affected employee** to better account for evolving definitions of "peak" travel period.



Source: Jim Bowen, Flickr

P.3 UPDATE REGULATIONS FOR TRANSPORTATION MANAGEMENT PROGRAMS (TMPS) TO BETTER SUPPORT CTR PROGRAM GOALS

Overview

Work with SDOT, DPD, and SDCI staff to update MUP requirements to require a renewal cycle for TMPs.

Rationale

SDOT's Transportation Options program also administers Seattle's TMPs . A TMP is a Master Use Permit (MUP) requirement, usually comprised of a DAR/SOV commute goal and program elements that apply for the life of an individual building or group of buildings. The primary function of a TMP is to reduce congestion and parking impacts by reducing drive-alone commute trips from a development.

As of March 2017, Seattle's TMP program had grown to over 200 sites. About half of TMP sites have a CTR-affected tenant. SDOT surveys TMP sites using the same base survey from the CTR program and a similar format for program reporting. At this time, the program has a high administrative burden, as many elements of the program lack flexibility to respond to the unique conditions of each site and its MUP, and how those conditions may change over time.

SDOT is currently working to strengthen the alignment between the CTR and TMP programs. The TMP program is similar to CTR, but does not have a dedicated funding source to provide the same level of service.



Implementation Partners: SDOT, DPD, SDCI, TMP sites

New or Enhanced Strategy: Enhanced

Implementation Timeline: Medium- to long-term

Relative Benefit: Low

Estimated SDOT Cost Impact: $ – $$

Low: ⊖ High: ⊕

Actions

⊖ / ⊕ **P 3.1 – Add a regular renewal cycle to TMPs.** Update Department of Planning and Development (DPD) DR 27-2015 / SDOT DR 09-2015 requiring TMP renewal every eight years. Require TMPs to report changes in employment at their site, and update traffic and parking mitigation practices. Support changes to allow for updates to TMPs without having to re-open the MUP.

⊕ **P.3.2 – Expand requirement for TMPs as part of State Environmental Policy Act (SEPA) Review and Land Use requirements in the Center City.** Require TMPs for construction workers on large-scale projects in the Center City who meet the CTR definition of full-time employees. Reconcile any potential conflicts with Revised Code of Washington (RCW) exempting construction workers of projects that last less than two years.

⊕ **P.3.3 – Work with the Seattle Department of Construction & Inspections (SDCI)** to ensure that proposed regulatory changes to encourage green building objectives (such as LEED or D2030) also prioritize building-based trip reduction strategies in eligibility criteria.

⊕ **P.3.4 – Support recommendations in the SDOT TMP Phase 1 Program Review from June 2016.**

P.4 SUPPORT ONGOING IMPROVEMENTS TO CITYWIDE PARKING POLICY

Overview

Support efforts to revise parking policies to reduce SOV trips and increase multimodal travel.

Rationale

Parking policy is one of the biggest determinants of employee trip choice – if free or subsidized parking is provided,[20] employees are far more likely to drive, even when subsidized transit passes or other benefits are provided. Providing parking also costs a lot of money. Seattle subsidizes about $33 million worth of commuter parking each year.[21]

Implementation Partners: Various City departments, SDOT, CTR employers

New or Enhanced Strategy: Enhanced

Implementation Timeline: Medium- to long-term

Relative Benefit: Medium

Estimated SDOT Cost Impact: $

Low: ⊖ High: ⊕

Actions

⊖ / ⊕ **P.4.1 – Collaborate with and support city and SDOT efforts to further reform citywide parking policies and management practices as a means to reduce SOV trips and parking demand.**

Priority areas of focus could include:

- **Revisions to the commercial parking tax (CPT)** to target specific types of facilities
- **Requirements for unbundled parking** for certain land uses and geographies
- **Expansion of performance-based management** to balance supply and demand
- **Expansion of the Community Access and Parking Program** to improve on-street parking management in Seattle's neighborhood business districts and nearby residential areas
- **Further evaluation of a parking cash-out law**, requiring employers who provide free parking to employees to provide an equivalent dollar amount to employees who take transit, bike, or walk
- **Requirements and/or incentives for CTR employers to price parking as a core trip reduction strategy,** including the use of daily parking
- **Requirements and/or incentives for CTR employers to provide carpool and/or EV parking**
- **Potential CTR program activities** to support such reforms could include:
  - Changes to CTR section of SMC to require and/or incentivize parking management at CTR sites (Strategy P.1)
  - Requirements for CTR sites above a certain size to track parking supply/demand data
  - Provision of parking data from CTR sites to other departments and decision makers
  - Additional education and incentives for CTR sites on parking policy/management (Strategy PE.3)
  - Additional education and incentives for employee commute platforms that facilitate advanced parking management for employees (Strategies PE.3 and PE.6)

P.5 CONTINUE SUPPORT FOR COMMUTER BENEFITS

Overview

The City of Seattle adopted a Commuter Benefits Ordinance in Fall 2018, which becomes effective on January 1, 2020. Businesses with 20 or more employees will be required to offer their employees the opportunity to make a monthly pre-tax payroll deduction for transit or vanpool expenses.

The CTR program can leverage the new Ordinance to promote transit, including transit products, and provide basic support and guidance to employers in compliance with the code. See also Strategy P.8 for related support work.

Implementation Partners: SDOT, Commute Seattle, CTR employers

New or Enhanced Strategy: Enhanced

Implementation Timeline: Ongoing

Relative Benefit: High

Estimated SDOT Cost Impact: $ – $$

Low: ⊖ High: ⊕

Rationale

Transit benefit programs (pre-tax benefit and/or direct transit pass subsidy)[22] have been shown to increase transit ridership, reduce SOV trips, shift both commute and non-commute travel behavior, and improve employee satisfaction. Effectiveness of transit benefits depends on the level of subsidy, as well as quality of available transit service, land use, and parking policies.[23,24]

In Seattle, transit benefit programs have always been encouraged via employer engagement through the CTR program. Employer-based passes are offered via King County Metro's ORCA Business Passport or Business Choice programs. Available data indicates that about 46% of worksites[25] provide some form of transit benefit. Programs have historically been much more common with larger employers and employers in the Center City.[25]

Seattle had researched the possibility of such an ordinance several years ago[26, 27]; building on that information, additional outreach and research was completed by City Council, Commute Seattle, and Office of Labor Standards. Seattle adopted its ordinance in October 2018.



Actions

⊖ **P.5.1 – Continue with voluntary encouragement of pre-tax benefits and subsidized pass programs through the CTR program.** As feasible, expand trainings and technical assistance to non-CTR sites.

⊖ **P.5.2 – Continue to monitor peer cities to identify successful approaches to mandatory transit benefit programs.** Coordinate with Association for Commuter Transportation (ACT) and other transit groups/organizations to track the current state of best practices.

⊕ **P.5.3 – As appropriate, provide data and guidance into development of local legislation.** Similar to other cities, the local regulation could require that employers (typically with more than 20 employees) offer existing federal pre-tax benefits or a direct financial subsidy towards an employee's transit passes. Determine compliance mechanism based on best practices and estimated costs/benefits. Support amendments to city code to incorporate requirement and compliance mechanism.

P.6 INTEGRATE NEW MOBILITY INITIATIVES

Overview

Support implementation of SDOT's new mobility initiatives[28] to ensure that Seattle's use and management of shared mobility services and other new technology support DAR targets and other CTR program goals.

Rationale

New mobility are those emerging elements of our transportation system that are enabled by digital technology, shared, driven by real-time data, and often providing curb-to-curb transportation. SDOT has developed a framework for the city to respond to, and proactively shape, shared mobility services and new technologies to improve mobility, while mitigating their possible downsides. The CTR program and the management of new mobility can and should support one another. The City is working to ensure that the future state of transportation prioritizes people movement, trip reduction, equity in choice, and safety. These goals directly support CTR's focus on trip reduction and improved multimodal access for all employees. Similarly, the CTR program can integrate its data sets on employee travel behavior and employer mobility benefits to support SDOT's overall direction on new mobility services.

This strategy is similar and complementary to Strategy PE.5. It positions the CTR program as a whole, and its valuable data set, to support citywide efforts on new mobility. By contrast, Strategy PE.5 proposes specific action for CTR sites to better utilize new technology and mobility services for their employees.

Implementation Partners: SDOT, Commute Seattle, WSDOT

New or Enhanced Strategy: New

Implementation Timeline: Short- to medium-term

Relative Benefit: Low

Estimated SDOT Cost Impact: $

Low: ⊖ High: ⊕

Actions

⊖ **P.6.1 – As feasible, refine CTR polices and requirements to reflect citywide policy on new mobility services.** For example, ensure that the new CTR survey questions accurately classify single passenger transportation network company (TNC) trips as a drive-alone trip (Strategy PM.2).

⊖ **P.6.2 – Establish internal data sharing system and protocols to support assessment of impacts of new mobility services on employee trip behaviors.** Utilize CTR data and program surveys to document how employers integrate new mobility services for employees, especially TNCs.

⊖ **P.6.3 – Support implementation of initiatives that directly support the CTR program, notably** 1) funding mechanisms that accurately price new mobility services; and 2) investments in data infrastructure to offer a platform that effectively and equitably delivers Mobility as a Service



P.7 SUPPORT IMPROVEMENTS TO LOCAL AND REGIONAL POLICIES, PROGRAMS, AND INITIATIVES

Overview

Work with local and regional partners to support policies, programs, and initiatives that advance CTR program objectives.

Implementation Partners: SDOT, KCM, WSDOT, University of Washington

New or Enhanced Strategy: Enhanced

Implementation Timeline: Short- to medium- term

Relative Benefit: Medium

Estimated SDOT Cost Impact: $ – $$

Low: ⊖ High: ⊕

Rationale

SDOT is the administrator of the Seattle CTR program, but its success depends on many local/regional programs and policies that promote the use of multimodal travel choices. For example, King County Metro (KCM) is an essential partner, as it manages the ORCA transit pass programs for employers[29] and a number of rideshare programs[30] throughout the region.

These local and regional programs have proven successful, but many are currently exploring their own strategic advancements to better respond to new technologies and evolving travel behavior. It is crucial that SDOT, and the CTR program, remain engaged in discussions with its local and regional partners to provide input and guidance for the next evolution of the many programs and policies essential to vehicle trip reduction in Seattle.

Actions

P.7.1 – Identify and collaborate with local stakeholders on key initiatives, such as:

⊖ **On-going implementation of the One Center City Near-Term Action Plan,**[31] with particular focus on: pedestrian safety improvements, bicycle network connections, transit service and corridor enhancements, expansion of TDM programs, and use of new technology to manage demand and parking.

⊕ **Expansion of SDOT's Community Access and Parking Program**[32] to key CTR networks or emerging CTR employment clusters.

⊕ **Use and analysis of ORCA transit pass data to better understand local commuter patterns and needs.** Initial work was piloted by the Washington State Transportation Center (TRAC) in 2016.

P.7.2 – Identify and collaborate with regional stakeholders on key initiatives, such as:

⊖ **Support, communicate, and promote enhancements to KCM's ORCA Business Program, ORCA 2.0, and LIFT program** to serve the needs of Seattle employers and their employees.

⊖ **WSDOT**[33] **and KCM's rideshare programs** to increase their attractiveness and use, especially in the context of emerging private rideshare platforms.

⊖ **Increase awareness of Washington's CTR tax credit program,** which can serve as a funding source for employers to finance their commute programs (Strategy P.8).

⊕ **Coordination with KCM on Seattle-based In Motion programs**[34] **and other regional TDM programs** (i.e. I-90 Corridor Improvements[35]) that connect employers and commuters.

P.8 PRIORITIZE PRE-TAX BENEFIT PROGRAMS

Overview

Expand technical assistance and marketing of pre-tax benefit programs.

Rationale

The federal government offers tax benefits to employers and employees as incentives for commuting by public transit or bicycle.[36] Employers have the option of facilitating an employer-paid subsidy program, employee-paid pre-tax program, or a combination of the two to save itself and its employees money on taxes.[37]

In Seattle, there are many options for putting pre-tax commuter benefits to use. SDOT and Commute Seattle have already produced many high-quality educational materials,[38] and provide promotional programming to inform CTR sites about how they can take advantage of commuter benefits programs.

However, slightly less than half of city worksites currently offer transit passes or subsidies to their employees, with another quarter of employers "very" or "somewhat" interested.[39] For many employers it can be challenging to navigate the complexities of what pre-tax benefits are available, find the best options for their needs, and initiate participation in available benefits. Commute Seattle already provides technical assistance to engaged CTR sites on a case-by-case basis, but as the CTR program continues to grow, so will the need for this resource.

Actions

⊖ **P.8.1 – Develop educational materials and an FAQ for CTR sites and ETCs** on the impacts of the passage of the *Tax Cuts and Jobs Act* on employee benefit programs.

⊕ **P.8.2 – Augment staff resources (internal or contracted)** to assist CTR sites in establishing, maintaining, and promoting commuter benefit programs.

Implementation Partners: SDOT, Commute Seattle

New or Enhanced Strategy: Enhanced

Implementation Timeline: Short-term

Relative Benefit: High

Estimated SDOT Cost Impact: $ (assumed as part of Strategy PE.4)

Low: ⊖ High: ⊕

⊕ **P.8.3 – Increase marketing of, and technical assistance for, Washington's CTR Tax Credit program,** which can support funding of employee benefit programs.

PLAN SPOTLIGHT

CTR TAX CREDIT

Chapter 82.70 of the RCW authorizes the CTR tax credit program. The program was recently extended to July 1, 2024. It encompasses the following:

- Employers and property managers who provide CTR incentives are eligible for a credit against their business and occupation (B&O) tax or public utility tax (PUT) liability.
- CTR methods that qualify for the credit are ridesharing, public transportation, carsharing, and non-motorized commuting.
- Credit is equal to 50% of the incentive payments, not to exceed $60 per employee per year.
- Max annual credit is $100,000 per employer.

PE.1 MARKET CTR BENEFITS

Overview

Develop a diverse and comprehensive marketing and communication strategy articulating the benefits of the CTR program to the private sector and decision makers.

Rationale

SDOT and Commute Seattle have produced a robust digital library of educational materials and hosted many training sessions and programming events. Existing materials provide valuable "how to" information and actionable toolkits for employers.

Additional marketing collateral that makes a comprehensive case for the CTR program would help SDOT and Commute Seattle secure buy in from business leadership and state/local decision makers. A more aggressive communications strategy is important as Seattle's CTR program struggles with growing need and stagnant funding.



Implementation Partners: Commute Seattle, SDOT, CTR employers, Chambers of Commerce

New or Enhanced Strategy: Enhanced

Implementation Timeline: Short- to medium-term

Relative Benefit: Medium

Estimated SDOT Cost Impact: $ – $$

Low: ⊖ High: ⊕

Actions

⊖ **Update and better organize existing materials and develop new collateral that highlights the value of the CTR program from the perspectives of participating employers and employees.** Evaluate a rebranding of CTR as part of SDOT's overall TDM programs and policies. Key messages would focus on:

- The business case for employers around trip reduction, enhanced mobility for employees, and reduced parking costs
- How Seattle companies are using mobility benefit programs to attract and retain employees
- How CTR has enabled Seattle to grow without gridlock
- The economic and social costs of a "do-nothing" approach

⊕ **PE.1.2 – Utilize CTR data, its success stories, and relevant marketing materials** to help SDOT improve messaging around TDM in general and its value for improving mobility and access in Seattle.

⊕ **PE.1.3 – Host business roundtables, additional CTR Champions events, and/or one-on-one meetings with key local leaders** on the value of employee travel choices, the role of the CTR program, and the need for additional investment as Seattle's job market grows. Identify and integrate local business and employer champions.

PE.2 ENHANCE WEB PRESENCE OF CTR PROGRAM AND RELATED TRANSPORTATION RESOURCES

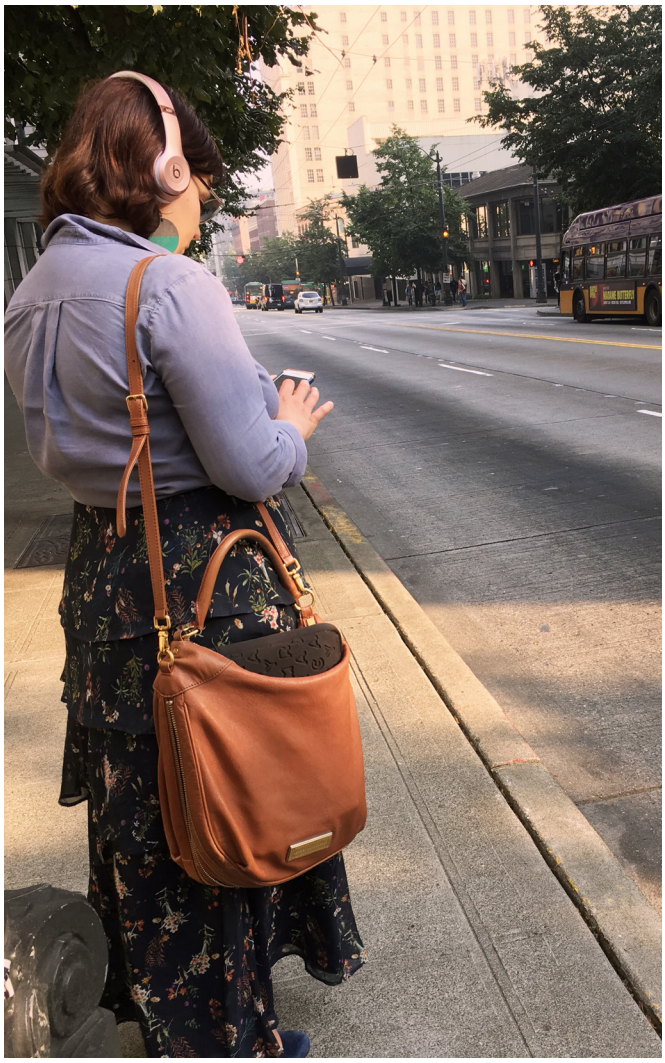
Overview

Update and integrate SDOT and Commute Seattle websites for the CTR program, providing a coordinated presence and mobility resource for all program stakeholders.

Rationale

SDOT contracts with Commute Seattle to administer, manage, and deliver the CTR program to employers throughout Seattle. Both organizations host distinct websites that provide information and materials on the CTR program, as well as other trip reduction and commuter programs.

While informative, CTR stakeholders provided input during the strategic planning process that the existing websites and available resources can be fragmented, duplicative, hard to find, and not user-friendly. Significant opportunity exists to streamline and better coordinate SDOT's and Commute Seattle's CTR program information.



Implementation Partners: SDOT, Commute Seattle, CTR employers

New or Enhanced Strategy: Enhanced

Implementation Timeline: Short-term

Relative Benefit: Low

Estimated SDOT Cost Impact: $ – $$

Low: ⊖ High: ⊕

Actions

⊖ **PE.2.1 – At a minimum, update the SDOT CTR website, focusing on a more user-friendly resource for program stakeholders.** Prioritize streamlined information and integration with Commute Seattle webpage.

⊖ **PE.2.2 – Continue to coordinate with current service provider Commute Seattle on content and messaging (Strategy PE.1).**

⊕ **PE.2.3 – Evaluate the creation of a single Seattle CTR website to reduce user confusion and minimize administrative burden.**

⊕ **PE.2.4 – Develop a coordinated social media strategy across multiple platforms – Facebook, Twitter, Instagram, YouTube, and others.** A CTR-only presence on social media would likely only resonate with a small audience. A more fruitful approach is to bolster CTR's presence on existing SDOT and Commute Seattle feeds, potentially through recurring updates or program highlights – "Commuter of the Week," "Employer of the Month," "Best Practice Spotlight," etc. Evaluate and pursue partnerships with employers to allow the CTR program to leverage their social media feeds.

⊕ **PE.2.5 – Integrate future data dashboard, as appropriate (Strategy PM.4.1).** Evaluate development of a specific portal for CTR employers and/or employees with tailored commute information or resources by network and/or employment site.

PE.3 UTILIZE NEW DATA STREAMS AND TOOLS TO PRIORITIZE AND TARGET KEY EMPLOYERS

Overview

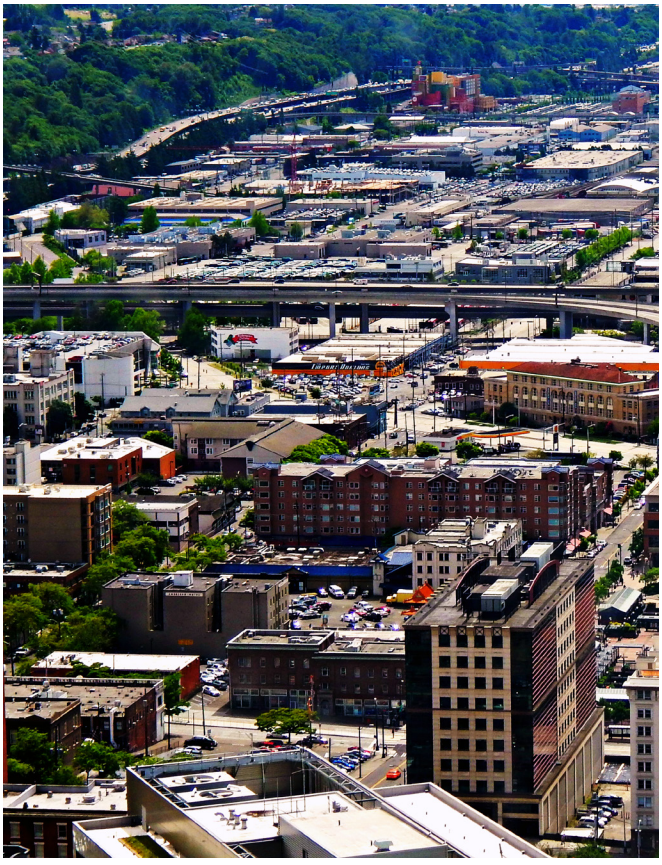
Utilize enhanced data and analysis to support all CTR sites, but prioritize two key markets: 1) new or relocating sites and 2) "high impact" sites.

Rationale

Seattle's CTR program has experienced a substantial increase in the number of CTR sites (+31%) and CTR-affected employees (+52%) since 2007. Similar levels of growth are projected in the coming decades.

SDOT must continue to serve all of its CTR sites, but in the context of limited resources, must aggressively leverage new data and analysis tools to strategically focus its programming on employers where it has the potential to make the most trip reduction impacts. Employee commute behavior is most easily influenced at the start of a new job and/or work site relocation.

The 2019-23 CTR Strategic Plan places an emphasis on securing a new and reliable data source to improve CTR site identification and relocations (Strategy PM.5). The plan also proposes changes to the CTR survey (Strategy PM.2) and its analysis tools (Strategy PM.3 and PM.4), which would allow SDOT to better identify CTR sites with the most potential and need for trip reduction.



Implementation Partners: SDOT, Commute Seattle, WSDOT, Office of Economic Development

New or Enhanced Strategy: Enhanced

Implementation Timeline: Short- to medium-term

Relative Benefit: High

Estimated SDOT Cost Impact: $$ – $$$ (assumed as part of Strategy PM.5)

Low: ⊖ High: ⊕

Actions

⊖ **PE.3.1 – Conduct a bi-annual review of new employment data sources (Strategy PM.5).** Identify new and/or relocating sites.

⊖ **PE.3.2 – Depending on number of new/ relocating sites, establish guidelines to help staff filter and identify highest priorities for engagement.** Utilize new data tools (Strategy PM.4) to identify and focus on "high impact" CTR sites that have the most potential for reduced DAR. Commute Seattle recently developed a matrix to identify sites that meet several criteria: 1) they have a great potential for reduction in SOV trips; 2) they are underperforming relative to their peers; and 3) they are already engaged with Commute Seattle. This approach should continue to be utilized, but could be enhanced with additional screening criteria, such as: employer size/type, site location, site/network demographics, land use context/density, proximity to multimodal infrastructure, parking availability and management, internal staffing capability, or other.

⊖ / ⊕ **P 3.3 – Create a formal methodology and scoring system to help CTR staff filter sites for engagement.** Maximize use of GIS and other analysis tools to better link CTR sites to existing and proposed land use, demographics, existing and proposed multimodal networks, etc.

PE.4 ENHANCE EMPLOYEE TRANSPORTATION COORDINATOR (ETC) TRAINING

Overview

Continue to enhance ETC trainings to provide high value for employers in key areas.

Rationale

As part of the 2013-17 Alternate Plan, SDOT prioritized more direct engagement and trainings with ETCs. Group ETC trainings and one-on-one technical assistance sessions have received positive feedback, enabling CTR sites to better meet their DAR targets and provide impactful benefits to employees. When SDOT surveyed a select group of ETCs for input on this plan, participants ranked these engagement efforts with high satisfaction.

More work is needed. Seattle's 2019-23 CTR targets are ambitious and the need for enhanced service delivery grows with emerging technologies and rising employee expectations. CTR sites have a range of capacity for engagement with, and implementation of, the CTR program; some have entire transportation departments, and others have a single ETC whose time is split amongst other responsibilities. In the same way, some existing CTR training programs and materials are useful for some CTR sites, and less helpful to other more experienced sites. Therefore, for the CTR program to continue to mature, it becomes necessary to develop the next evolution of training resources.

Actions

⊖ **PE.4.1 – Develop additional best practice content based on the successes and efforts of local CTR sites.** Relatable and *actionable* case studies that focus on the practical day-to-day implementation give ETCs a concrete image of how they can apply strategies at their worksite and demonstrate their benefit to leadership. Host "best practice" workshops and ensure that all information is easily accessible online.

⊕ **PE.4.2 – Prioritize more peer-to-peer learning, including additional opportunities for face-to-face collaboration.** Continue with CTR Champions events. Leverage relationships with chambers of commerce as a means to convene ETCs on a regular basis within each network. As appropriate, shape collaboration by network and/or site typology.

⊕ **PE.4.3 – Establish a formal ETC mentor program, allowing newer ETCs to connect with more experienced ETCs.** Create mentor/mentee matches based on similar employer types and commute needs.

Implementation Partners: Commute Seattle, SDOT

New or Enhanced Strategy: Enhanced

Implementation Timeline: Short- to medium-term

Relative Benefit: High

Estimated SDOT Cost Impact: $$ – $$$$

Low: ⊖ High: ⊕

⊕ **PE.4.4 – Create an ETC online forum for information sharing and troubleshooting.**

⊕ **PE.4.5 – Prioritize new and/or enhanced training materials in several key areas, including:**

- Use of web-based commute platforms to manage employee mobility programs
- New technology and mobility services
- Engagement with leadership on how to develop a "business case" for trip reduction
- Financial analysis, specifically related to evaluating tradeoffs between new parking supply and TDM/mobility programs
- Parking pricing and management, specifically: pricing and permit programs, daily versus monthly/annual pricing, technology and enforcement systems, data collection and analysis, carpool/EV parking policies, parking cash out programs
- Direct daily financial incentive programs
- Tax incentive programs, especially with December 2017 passage of the *Tax Cuts and Jobs Act*
- ORCA transit pass programs
- Ridesharing, including employer-subsidized TNC programs
- CTR surveys and use of data to improve programs

⊕ **PE.4.6 – Develop "201 and 301" level training seminars and online tutorials, especially for active, engaged, and "high-impact" sites.** Tailor materials and training by network to better respond to local context, issues, and needs.

PE.5 EMBRACE NEW COMMUTER TECHNOLOGY

Overview

Support implementation of new technology to facilitate program management and travel choices at CTR sites.

Rationale

New technologies are dramatically changing transportation, travel behavior, and commuting choices. The traditional approach to commuter mobility programs is quickly giving way to the growing presence of new technology platforms and systems. Employers can no longer compete using traditional methods of employee engagement. Instead, they should seek to innovate by leveraging new technology in order to cost-effectively reduce trips, manage parking resources, provide benefits, and attract and retain workers.

While costs are dropping every day, not every employer has the financial resources to integrate these new systems into their workplace. Nevertheless, SDOT and Commute Seattle can play a crucial role in supporting the dissemination and adoption of new technology platforms to support trip reduction and travel choice to a broad array of Seattle employees.

This strategy is similar, yet complementary, to Strategy P.6. It proposes specific action for CTR sites to better utilize new technology and mobility services for their employees. By contrast, Strategy P.6 positions the CTR program as a whole, and its valuable data set, to support citywide efforts on new mobility.



Implementation Partners:
Lead: SDOT
Support: CTR Employers, Commute Seattle, vendors

New or Enhanced Strategy: New

Implementation Timeline: Short- to medium-term

Relative Benefit: Low - medium

Estimated SDOT Cost Impact: $ – $$
Low: ⊖ High: ⊕

Actions

⊖ **PE.5.1 – Provide resources on, and market the benefits of, web-based commute platforms.** Such systems offer dramatic opportunities to improve administration of commuter benefit programs and facilitate trip reductions.

⊖ **PE.5.2 – Provide resources on, and market the benefits of, emerging technologies,** such as internal carpool matching, commute trip planning, dynamic shuttles, ridesharing, carsharing, dynamic parking management, trip tracking, gamification, etc.

⊕ **PE.5.3 – Building on the *New Mobility Playbook* principles, develop a set of guidelines for CTR sites to assist their evaluation and implementation of new technology systems.**

⊕ **PE.5.4 – Host workshops to facilitate connections between vendors, SDOT and Commute Seattle staff, employers, ETCs, and employees.**

⊕ **PE.5.5 – Explore and support further collaborations** with research organizations, universities, or specific vendors to develop pilot technology and/or test pilot programs at CTR sites.

PE.6 STRENGTHEN PRIVATE SECTOR PARTNERSHIPS

Overview

Pursue partnerships with employers and stakeholders to deepen private sector collaboration and investment in trip reduction efforts.

Rationale

The CTR program has made significant progress in recent years, accommodating substantial growth in new CTR sites and CTR-affected employees, while offering a new model of customer-oriented service delivery to employers to help them achieve targets and implement the program.

State funding, however, has remained constant. Based on CTR employee growth, the state CTR dollars per Seattle CTR employee has gone down 34% since 2007-08. Seattle needs additional investment to ensure long-term success.

The CTR program already collaborates with employers, big and small, to maximize employee engagement and to highlight trip reduction best practices. This strategy seeks to deepen those partnerships, especially with larger employers, to bring additional direct investment to the strategies, programs, and infrastructure investments that can support the trip reduction goals of the CTR program.

Employers can amplify their contribution to the city's reduction in drive-alone trips by partnering with the city as a sponsor of a mobility initiative for the benefit of their surrounding neighborhoods. Public-private partnerships like this can improve accessibility for both the direct benefit of partnering employers, and their surrounding communities.

Challenge Seattle[40] offers one possible precedent to explore. Challenge Seattle is a regional program driven by private sector companies and organizations. It funds collaborative initiatives to address some of the region's biggest quality of life issues, including transportation.

Implementation Partners: SDOT, Commute Seattle, CTR sites

New or Enhanced Strategy: New

Implementation Timeline: Medium- to long-term

Relative Benefit: Medium

Estimated SDOT Cost Impact: $

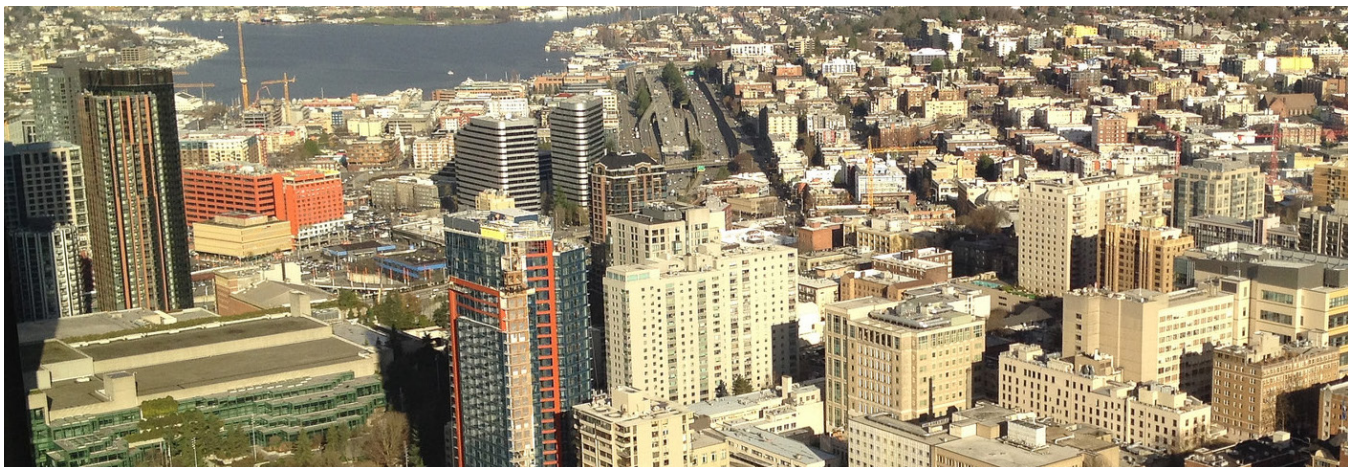
Low: ⊖ High: ⊕

Actions

⊖ **PE.6.1 – Develop a list of potential partnerships and mobility initiatives by network.** Options could include: funding/partnerships for new transit or shuttle services, expansion of shared mobility services, subsidies for ridesharing services, shared parking programs, parking management programs and technology, formation of a new Transportation Management Association (TMA), multimodal infrastructure projects, marketing/communication campaign, sponsorship or hosting of events/workshops, or other pilot programs.

⊕ **PE.6.2 – Identify strategic partnerships with key employers,** focusing on those with a large number of employees and those that can help support a mobility initiative in their network and/or broader citywide trip reduction efforts.

⊕ **PE.6.3 – Initiate and evaluate at least one partnership and/or pilot project.**



A.1 WORK TO INCREASE CTR PROGRAM FUNDING

Overview

Work with local and regional stakeholders to increase resources so that the CTR program is funded to meet increasing demand for programming.

Rationale

As discussed, the number of CTR employers and employees in Seattle has grown, as has demand for CTR services. Yet, state funding levels have remained constant for more than 20 years. Since 2007-08 there has been a 34% decrease in state CTR dollars per Seattle CTR employee.

Another key challenge for Seattle is the existing funding formula for state CTR dollars, which does not fully reflect the degree to which CTR sites, employees, and projected job growth are located in Seattle.

Stagnant resources constrain the amount and depth of programming and services SDOT can provide to employers. Simply put, in order to support program growth and meet its CTR targets, Seattle must develop a multi-faceted strategy to increase CTR program funding.



Implementation Partners: SDOT, WSDOT, Commute Seattle, local/state elected officials, private sector partners, Chambers of Commerce

New or Enhanced Strategy: Enhanced

Implementation Timeline: Ongoing

Relative Benefit: High

Estimated SDOT Cost Impact: $ – $$, Net (+)

Low: ⊖ High: ⊕

Actions

A.1.1 – Develop a local funding strategy, which could include the following elements:

⊖ **Formalize Seattle's commitment to supplement the CTR program with local funds,** including funding CTR staff with non-CTR program funds.

⊕ **Explore and support additional local sources of funding,** such as parking tax revenue or new innovative mechanisms (i.e. congestion/SOV pricing).

⊕ **Explore and support additional private sector funding and partnerships** to support for CTR and trip reduction programs (Strategy PE.6).

A.1.2 – Develop a state funding strategy, which could include the following elements:

⊖/⊕ **Engage with WSDOT about revising CTR funding formulas to prioritize higher weighting factors for municipalities** with the highest share of CTR sites, employees, and projected job growth.

⊖/⊕ **Partner with WSDOT and local/regional stakeholders to advocate for an increase in CTR funds at the state level.** Leverage business and private sector partnerships to help make the economic case for state investment in trip reduction to support continued job growth in one of the nation's fastest growing economic centers.

A.2 PARTNER WITH TMAS OR OTHER NON-CITY ENTITIES TO SUPPORT PROGRAM ADMINISTRATION

Overview

Extend and enhance third-party partnerships to augment programming and services. Continue to prioritize a business-to-business and proactive engagement approach with CTR sites.

Rationale

Partnerships have proven invaluable for the Seattle CTR program. The relationship with Commute Seattle has enabled SDOT to provide more nimble and adaptive programming, while expanding administrative capacity to deliver significantly more programming and services. Similarly, coordination on projects and initiatives with public sector partners such as King County Metro only strengthens the work of each program.

Given decreasing per capita resources, leveraging these partnerships becomes increasingly important to continue to provide high-quality TDM programming for Seattle employers.

Implementation Partners:
Lead: SDOT
Support: Commute Seattle

New or Enhanced Strategy: Enhanced

Implementation Timeline: Ongoing

Relative Benefit: Low

Estimated SDOT Cost Impact: $$ – $$$ (assumed as part of other strategies)

Low: ⊖ High: ⊕

Actions

⊖ **A.2.1 – Monitor ongoing and past outcomes of contracted services.** Identify areas for improvement during the 2017-19 planning cycle.

⊖ **A.2.2 – As needed, revise contracted services for the 2019-23 funding cycle.** Depending on available resources, identify ways to augment contracted services, further leverage contract to reduce administrative costs, and provide additional tailored services to all networks.



A.3 AUGMENT SDOT CTR STAFFING

Overview

As funding becomes available, hire additional staff within SDOT and/or expand contracted positions to support program implementation and management.

Rationale

SDOT has maximized the value of its CTR resources with innovative approaches to internal staffing and contracted services with Commute Seattle. This approach has allowed SDOT to deliver more services to CTR sites, while reducing administrative costs.

Nevertheless, CTR needs continue to grow, as more and more job growth occurs in Seattle. Furthermore, the CTR program and its associated duties comprise only a part of SDOT and Commute Seattle staff's ongoing transportation planning workload. Finally, the 2019-23 CTR Strategic Plan also proposes a set of strategies that will allow SDOT to continue to innovate its program, but more staffing resources and skill sets are needed to make implementation of all of this plan's recommendations a reality.

Several strategies will likely require additional staffing resources. These include:

- DAR and VMT target-setting (PM.6, PM.7)
- Data methods and analysis (PM.1, PM.2, PM.3, PM.4)
- Development of data dashboard and enhanced reporting (PM.5)
- CTR site identification and prioritization (PM.5, PE.3)
- Support for policy changes and analysis (P.1 – P.7)
- Expanded and enhanced marketing, communications, and trainings (PE.1 – PE.5, P.8)
- Development of public/private partnerships (PE.6)
- Development and management of a local CTR grant program (A.4)
- Expansion of work in new markets (EM.1 – EM.3)

Implementation Partners: SDOT, Commute Seattle

New or Enhanced Strategy: Enhanced

Implementation Timeline: Ongoing

Relative Benefit: High

Estimated SDOT Cost Impact: $$ – $$$$ (assumed as part of other strategies)

Low: ⊖ High: ⊕

Actions

⊖ **A.3.1 – Identify key staffing needs and opportunities.** Determine internal/external needs and feasibility.

⊖ **A.3.2 – Develop a staffing plan that can be phased in as more funds are made available.**



A.4 PLAN AND INITIATE A LOCAL CTR GRANT PROGRAM

Overview

Evaluate feasibility for, and potentially develop, a new local grant program that CTR employers could apply for to support CTR implementation at their site.

Rationale

Resources and capabilities at CTR sites vary. Some large employers have a full transportation team and dedicate substantial financial resources towards their mobility services. Other CTR sites have one ETC and limited capacity to invest in programs for employees. SDOT and Commute Seattle provide resources and technical assistance to support many of these smaller sites.

Moving forward, SDOT should evaluate the creation of a new local grant program specifically for CTR sites looking to expand or innovate with their commuter services. SDOT would administer the program and solicit applications from CTR sites as part of each survey or plan cycle. The grant program could fund a variety of site- or network-based initiatives, such as shuttle planning/services, parking management, multimodal infrastructure, marketing/engagement/communications campaigns, implementation of new technology systems, or other as appropriate. CTR sites could apply by themselves or with partner sites in their network to leverage resources.

To ensure buy-in and employer commitment, the grant program should require a match of employer funds and additional reporting and evaluation requirements. Preference could be given to smaller CTR sites, employers that have shown active engagement, employers implementing innovative or best practice programs, and/or are struggling in good faith to meet their targets.

Implementation of such a strategy would likely require additional resources to both fund the grant and provide staff support to manage it (Strategy A.1).

Implementation Partners: SDOT, WSDOT, Commute Seattle, CTR sites

New or Enhanced Strategy: New

Implementation Timeline: Medium- to Long-term

Relative Benefit: Medium

Estimated SDOT Cost Impact: $$ – $$$$

Low: ⊖ High: ⊕

Actions

⊖ **A.4.1.** – Conduct evaluation and research to determine fatal flaws, key issues, and high-level feasibility.

⊖ / ⊕ **A.4.2 – Create formal guidelines and evaluation criteria for a grant program,** including program eligibility, eligible use of funds, minimum and maximum grant amounts, required employer match, and reporting/evaluation requirements. .

⊕ **A.4.3 – Prepare cost estimates for pilot program and identify funding plan.** Coordinate with WSDOT to assess any potential funding restrictions with state dollars. If needed, utilize local dollars only

⊕ **A.4.4 – Identify potential sites and conduct outreach to refine program.**

⊕ **A.4.5 – As funding is available, implement pilot program.** Monitor, evaluate, and report on pilot program.



EM.1 TARGET EMERGING MARKETS: SMALLER EMPLOYERS

Overview

Continue to prioritize expansion of CTR programming to smaller employers.

Rationale

One of the central innovations of Seattle's 2013-2017 Alternate Plan was the expansion of CTR programming to employers of all sizes within the Center City. This approach has contributed to strong CTR program achievement in the Center City.

The current CTR program does not collect survey data from sites with less than 100 employees. However, the Center City Commute Mode Split Survey does collect information on a biennial basis from these sites. The integration of small site information into DAR performance tracking and target setting increases the degree to which these metrics are representative of full market DAR conditions in the city.

As discussed in Strategies PM.5 and PE.3, a key need for this trip market is a comprehensive and reliable data source of new employers, large and small.



Implementation Partners: SDOT, Commute Seattle, Chambers of Commerce, Office of Economic Development

New or Enhanced Strategy: Enhanced

Implementation Timeline: Ongoing

Relative Benefit: High

Estimated SDOT Cost Impact: $ – $$$

Low: ⊖ High: ⊕

Actions

⊖ **EM.1.1 – Evaluate outcomes of South Lake Union and University District pilot programs, identifying issues and opportunities.** Modify small employment engagement approach as needed given capacity constraints at smaller employers. Explore partnerships with local chambers of commerce and/or business groups to expand and deepen small employer engagement.

⊖ / ⊕ **EM.1.2 – Work with local and regional stakeholders to identify a data source for smaller employers.** Create a database and track the number of small employers by network. Depending on number of sites, establish guidelines to help staff filter and identify highest priorities for engagement. Criteria could include: employer size/type, site location, site/network demographics, land use context/density, past/current CTR performance, proximity to multimodal infrastructure, parking availability and management, level of previous CTR engagement, internal staffing capability, or other.

⊕ **EM.1.3 – Plan program expansion to other networks** based on data findings and anticipated funding growth.

EM.2 TARGET EMERGING MARKETS: "HIGH-PRIORITY" GEOGRAPHIES

Overview

Identify one or more new high-priority districts, neighborhoods, and/or CTR networks as part of the 2019-23 cycle to provide a robust area-wide programming strategy.

Rationale

A key component of Seattle's CTR program is the distribution of the city's DAR reduction goal across geographic network areas, and the expansion of CTR programming to new trip markets. Over the course of focused efforts, South Lake Union and the Center City have outperformed their targets. However, other networks or neighborhoods continue to lag behind.

To address this, the 2017-19 Plan will continue to develop and implement programming tailored to specific geographic areas of the city. Special attention will be given to South Seattle and Northgate since they have not been trending towards their 2017 network goals. SDOT's Transportation Equity Program will be used to advise on priority areas as well.

Focused engagement in certain areas has proved to generate positive outcomes, and should continue in the 2019-23 plan cycle.

Implementation Partners: SDOT, Commute Seattle, Chambers of Commerce

New or Enhanced Strategy: Enhanced

Implementation Timeline: Ongoing

Relative Benefit: Medium

Estimated SDOT Cost Impact: $ – $$$

Low: ⊖ High: ⊕

Actions

⊖ **EM.2.1 – Continue SDOT's existing emphasis on area-wide initiatives** as a supplement to the base CTR program to provide targeted and in-depth engagement in key geographies.

⊕ **EM.2.2 – EM.2.2 – Identify one or two geographies to focus on for 2019-23 as additional CTR data is made available.** Potential filters include:

- Continued prioritization of the five CTR networks that comprise the Center City
- Under-performing CTR networks, such as Northgate and South Seattle (informed by 2017-19 efforts)
- Areas or networks with high recent or projected CTR site growth
- Areas or network with high shares and/or growth in small employers and multi-family residential development
- Areas or networks with planned major multimodal infrastructure investments



EM.3 TARGET EMERGING MARKETS: MULTI-FAMILY RESIDENTIAL

Overview

Continue to prioritize expansion of CTR programming to multi-family residential developments.

Rationale

NavSeattle is a pilot program run by SDOT's Transportation Options program, launched in 2014 during the CTR's 2013-17 Alternate Plan. Through the NavSeattle program, SDOT connects residential building managers with transportation training and transportation fairs to promote the ORCA card/ORCA LIFT and other public and private mobility service programs. SDOT used local funds for staff, as well as part of its contract with Commute Seattle, to administer the NavSeattle program. Some of the initial buildings of interest came out of the TMP program.

This program is currently inactive as SDOT reorganizes its approach and its Transportation Equity Program. Program growth has been slower than anticipated due to staff turnover at residential properties and limited interest from property management companies. The first seven participating buildings are located in Seattle's South Lake Union neighborhood, and through an expansion of the pilot program offerings, it has expanded to other nearby neighborhoods.

A renewed emphasis with multi-family residential development in the 2019-23 planning cycle could generate new momentum and trip reductions within this market.



Implementation Partners: SDOT, Commute Seattle

New or Enhanced Strategy: Enhanced

Implementation Timeline: Short- to medium- term

Relative Benefit: Low

Estimated SDOT Cost Impact: $ – $$

Low: ⊖ High: ⊕

Actions

⊖ **EM.3.1 – Ensure survey and data analysis for NavSeattle are coordinated** with broader CTR program surveying to ensure consistent methods.

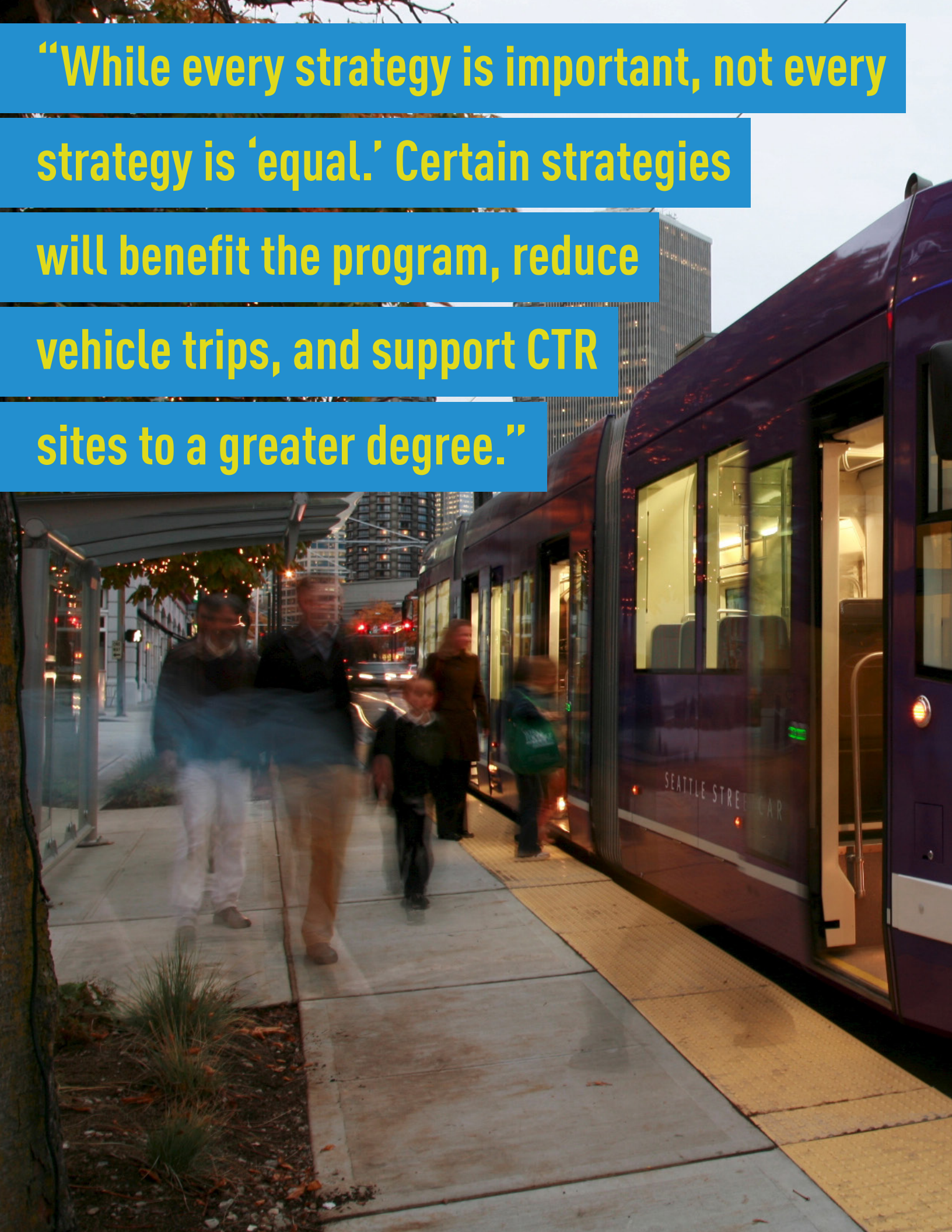
⊖ **EM.3.2 – Prioritize income-eligible units and improved access to ORCA Multi-family Development Passport and ORCA LIFT program.**

⊕ **EM.3.3 – Modify, rebrand, and/or reconfigure the multi-family program t**o address key issues of property manager engagement and staff turnover.

Potential revisions include:

- Site identification and engagement methods
- Enhanced webpage
- New marketing and resource collateral
- Incentive programs and integration with existing programs (i.e. LEED certification) to encourage involvement and ongoing participation.

⊕ **EM.3.4 – Plan program expansion to other networks and sites** based on data findings and anticipated funding growth.


"While every strategy is important, not every strategy is 'equal.' Certain strategies will benefit the program, reduce vehicle trips, and support CTR sites to a greater degree."

5

MOVING FORWARD

This chapter describes the implementation framework for the 2019-23 CTR Strategic Plan.

The 2019-23 Plan proposes a package of 28 strategies to support SDOT and its partners in achieving the CTR goals and benchmarks.

Given limited resources, it is unlikely and unnecessary that SDOT will be able to implement all of the strategies at once. Instead, SDOT and its partners will need to prioritize certain strategies, while further defining next steps on other strategies. Furthermore, while every strategy is important, not every strategy is "equal." Certain strategies will benefit the program, reduce vehicle trips, and support CTR sites to a greater degree.

This chapter also summarizes the financial plan for the 2019-23 CTR Strategic Plan. It describes the assumed program funding and estimated costs based on different scenarios.

IMPLEMENTATION FRAMEWORK

Figure 20 summarizes the implementation framework for the 2019-23 CTR Strategic Plan. For each strategy, the following information has been provided.

- **Category:** One of five categories of CTR program focus areas.
- **Strategy:** One of 28 specific CTR strategies.
- Summary Description: A summary of each strategy and its major actions.
- **Prioritization:** Prioritization of the strategies is based upon two primary factors. Figure 21 shows a plot of all 28 strategies according to these criteria, providing additional insight into how SDOT and its partners should move forward with implementation of the Plan.
  - » **Relative Benefit:** All of the strategies will benefit the program, yet some can have higher benefits or impacts. Each strategy was categorized for its relative ability (Low, Medium, High) to help the CTR program meet its core goals of DAR and VMT reduction, while also supporting the program benchmarks. The relative "benefit" of each strategy was determined via a qualitative process, factoring in three primary inputs: 1) review of existing CTR data and past performance; 2) staff and stakeholder feedback; 3) project team experience and knowledge of trip reduction best practices and strategy effectiveness.
  - » **Cost Impact:** Estimated range of cost impact to SDOT, from an order-of-magnitude scale of $ (low) to $$$$ (high). As described in Chapter 4, high-level cost estimates were developed for each strategy. Given the programmatic-based nature of the CTR program, costs were primarily based on the additional full-time equivalents (FTEs) required for implementation of each strategy.
- Implementation Timeline: The recommended and/or likely timeline for strategy implementation.
  - » **Short-term:** prior to, or within, the first year of the plan cycle
  - » **Medium-term:** prior to, or within, the first three years of the plan cycle
  - » **Long-term:** by end of plan cycle and/or into following plan cycle

FIGURE 20. **Strategy Implementation Framework**

Category	Strategy	Summary Description	Prioritization		Implementation Timeline
			Relative Benefit	Cost Impact	
Performance Monitoring	PM.1 - Improve CTR survey administration and sampling methods	Develop, test, and implement changes to CTR survey administration to ensure robust and accurate data collection useful to multiple SDOT functions.	High	$-$$	Short
	PM.2 - Revise CTR survey questions	Work with WSDOT to revise CTR survey questions to better capture travel behavior and program performance.	Low	$	Short
	PM.3 - Enhance CTR survey instrument	Enhance the CTR survey instrument to improve data collection and processing, while reducing the administrative burden for CTR staff, ETCs, and employees.	High	$	Short
	PM.4 - Update and streamline CTR reporting	Utilize and leverage new data tools to maximize value of data and increase transparency.	High	$-$$	Short-Medium

Category	Strategy	Summary Description	Prioritization		Implementation Timeline
			Relative Benefit	Cost Impact	
Performance Monitoring	PM.5 - Improve CTR site identification and on-boarding	Work with the State of Washington and relevant city departments to better identify, track, and on-board CTR-eligible sites.	Medium	$$-$$$	Short-Medium
	PM.6 - Formalize SDOT methods for network target setting.	Revise the methods by which SDOT aggregates data, including changes to the CTR network boundaries, statistical analysis, and future trip estimation.	High	$	Short-Medium
	PM.7 - Refine core program goals and adopt formal internal program benchmarks	Maintain DAR/NDAR as a core program goal. Include VMT per employee in the core program goals and associated targets. Adopt internal program benchmarks as part of ongoing program monitoring to better track and document program performance.	High	$	Short
Policy and Regulatory	P.1 - Update the CTR section of the Seattle Municipal Code (SMC)	Update key provisions of SMC Chapter 25.02 to support Plan recommendations.	High	$-$$	Short-Medium
	P.2 - Update CTR state law or administrative code to address gaps in employee coverage	Support efforts to amend the Washington Administrative Code (WAC), or develop legislation updating the state CTR law, to specify that CTR worksites must account for employees that are contracted through an external company or agency. Evaluate additional changes to the definition of CTR-affected employee.	Medium	$-$$	Medium-Long
	P.3 – Update regulations for TMPs to better support CTR program goals	Work with SDOT, DPD, and SDCI staff to update MUP requirements to require a renewal cycle for TMPs.	Low	$-$$	Medium-Long
	P.4 - Support ongoing improvements to citywide parking policy	Support efforts to revise parking policies to reduce SOV trips and increase multimodal travel.	Medium	$	Medium-Long
	P.5 - Continue support for commuter benefits	Leverage the City's 2017 Commuter Benefits Ordinance to promote transit and vanpool use.	High	$-$$	Short-Medium-Long
	P.6 - Integrate New Mobility Initiatives	Support implementation of SDOT's New Mobility Playbook to ensure that Seattle's use of shared mobility services and other new technology support DAR targets and other CTR program goals.	Low	$	Short-Medium
	P.7 - Support improvements to local and regional policies, programs, and initiatives	Work with local and regional partners to support policies, programs, and initiatives that advance CTR program objectives.	Medium	$-$$	Short-Medium
	P.8 - Prioritize pre-tax benefit programs	Expand technical assistance and marketing of pre-tax benefit programs.	High	$*	Short

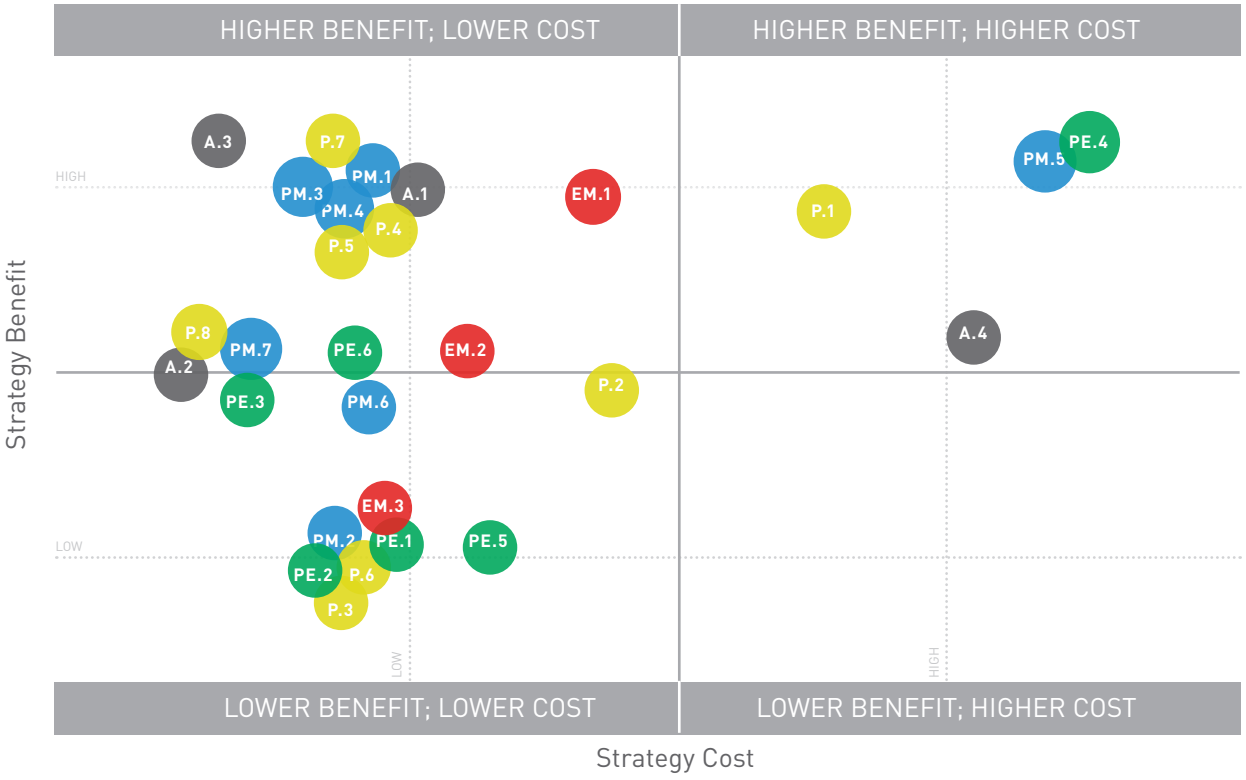
Category	Strategy	Summary Description	Prioritization		Implementation Timeline
			Relative Benefit	Cost Impact	
 Programming and Engagement	PE.1 - Market CTR benefits	Develop a diverse and comprehensive marketing and communication strategy articulating the benefits of the CTR program to the private sector and decision makers.	Medium	$-$$	Short-Medium
	PE.2 - Enhance web presence of CTR program and related transportation resources	Update and integrate SDOT and Commute Seattle websites for the CTR program, providing a coordinated presence and mobility resource for all program stakeholders.	Low	$-$$	Short
	PE.3 - Utilize new data streams and tools to prioritize and target key employers	Utilize enhanced data and analysis to support all CTR sites, but prioritize two key markets: 1) new or relocating sites and 2) "high impact" sites.	High	$$-$$$	Short-Medium
	PE.4 - Enhance Employee Transportation Coordinator (ETC) training	Continue to enhance ETC trainings to provide high value for employers in key areas.	High	$$-$$$$	Short-Medium
	PE.5 - Embrace new commuter technology	Support implementation of new technology to facilitate program management and travel choices at CTR sites.	Low	$-$$	Short-Medium
	PE.6 - Strengthen private sector partnerships	Pursue partnerships with employers and stakeholders to deepen private sector collaboration and investment in trip reduction efforts.	Medium	$	Medium-Long
 Administration and Funding	A.1 – Work to increase CTR program funding	Work with local and regional stakeholders to increase resources so that the CTR program is funded to meet increasing demand for programming.	High	$-$$, net (+)	Short-Medium-Long
	A.2 - Partner with TMAs or other non-city entities to support program administration	Extend and enhance third-party partnerships to augment programming and services. Continue to prioritize a business-to-business and proactive engagement approach with CTR sites.	Low	$$-$$$*	Short-Medium-Long
	A.3 - Augment SDOT CTR staffing	As funding becomes available, hire additional staff within SDOT and/or expand contracted positions to support program implementation and management.	High	$$-$$$$*	Short-Medium-Long
	A.4 - Plan and initiate a local CTR grant program	Evaluate feasibility for, and potentially develop, a new local grant program that CTR employers could apply for to support CTR implementation at their site.	Medium	$$-$$$$	Medium-Long

Category	Strategy	Summary Description	Prioritization		Implementation Timeline
			Relative Benefit	Cost Impact	
Emerging Markets	EM.1 - Target emerging markets: smaller employers	Continue to prioritize expansion of CTR programming to smaller employers.	High	$-$$$	Short-Medium-Long
	EM.2 - Target emerging markets: "high-priority" geographies	Identify one or more new high-priority districts, neighborhoods, and/ or CTR networks as part of the 2019-23 cycle to provide a robust area-wide programming strategy.	Medium	$-$$$	Short-Medium-Long
	EM.3 - Target emerging markets: multi-family residential	Continue to prioritize expansion of CTR programming to multi-family residential developments.	Low	$-$$	Short-Medium

Strategy Prioritization

Given limited resources, it is unlikely that SDOT will be able to implement all 28 strategies simultaneously during this plan's four-year horizon. The chart below offers a high-level prioritization of the strategies based on their estimated relative impact (benefit to the program and its performance) and conceptual costs. Initial prioritization efforts serve as a guide to staff as they navigate ongoing funding and implementation conversations.

FIGURE 21. **Strategy Prioritization Plot**



FINANCIAL PLAN

This section describes the financial plan for the 2019-23 CTR Strategic Plan. WSDOT is currently developing its own strategic plan for the 2019-23 planning cycle. At this time, it is anticipated that the statewide CTR budget will remain constant, at approximately $6 million per biennium. Consequently, Seattle's local biennial budget will also likely remain constant at $897,000.

Seattle currently supplements state funding with local in-kind resources. Since the 2013-17 Alternate Plan, SDOT staff time for the CTR program comes out of the city's General Fund, freeing up resources for program expansion and enhanced delivery. In addition, SDOT also allocated approximately $726,000 in CMAQ funds for pilot programs in the Center City, South Lake Union, and the University District for the 2017-19 Plan. CMAQ funding for the SDOT CTR program will expire at the end of the 2017-19 cycle.

As discussed in this plan, the static state revenue for CTR programs presents significant challenges, especially as Seattle responds to an increasing number of CTR employers and CTR-affected employees, while providing higher level and quality of programming.

As shown in Figure 24, a gap in funding is anticipated for the 2019-23 CTR Strategic Plan.

- To begin implementation of the Strategic Plan ("low" scenario), **approximately $310,000 per biennium in additional funding is needed.**
- To achieve full implementation of the Strategic Plan ("high" scenario), **approximately $1.34 million per biennium in additional funding is needed.**

Program Funding

Program funding estimates are provided in Figure 22. **All estimates are planning-level in nature and should be refined as program implementation moves forward.** These estimates assume the following:

- State CTR funding and Seattle's local share will remain constant for 2019-23.
- SDOT staff time will continue to be funded via the General Fund.
- Local CMAQ funding for CTR efforts will expire at the end of the 2017-19 planning cycle. No additional local funds have been identified at this time.

FIGURE 22. **Estimated CTR Program Funding**

Biennium	Source		Total
	State CTR Funds	Other (CMAQ) Funds	
2017-19 (current)	$897,000	$726,000	$1,623,000
2019-21	$897,000	$0	$897,000
2021-23	$897,000	$0	$897,000
2019-23 (total)	$1,794,000	$0	$1,794,000

FIGURE 23. **Estimated CTR Program Costs**

Scenario	Biennium		
	2019-21	2021-23	2019-23 (total)
1. Current	$897,000	$897,000	$1,794,000
2. Current + Low	$1,207,000	$1,207,000	$2,414,000
3. Current + High	$2,237,000	$2,237,000	$4,474,000

FIGURE 24. **Estimated CTR Funding Gap**

Scenario	Biennium		
	2019-21	2021-23	2019-23 (total)
1. Current	$0	$0	$0
2. Current + Low	-$310,000	-$310,000	-$620,000
3. Current + High	-$1,340,000	-$1,340,000	-$2,680,000

Program Costs

Program cost estimates are provided in Figure 23. **All estimates are planning-level in nature and should be refined as program implementation moves forward.**

Given the programmatic nature of the CTR program, costs were primarily based on the additional full-time equivalents (FTEs) required for implementation of each strategy. The estimates assume $155,000 per FTE, an average of "fully loaded" SDOT and contract staffing costs. The cost scenarios include:

- **Current:** Under this scenario, the existing CTR program would continue as is, allowing for basic implementation of the 2019-23 CTR Strategic Plan. Current costs for this "baseline" program reflect the funding identified in the 2017-19 CTR Strategic Plan, approximately $897,000 per biennium. As discussed in Chapter 2 and shown in Figure 5, existing CMAQ funding for CTR programs concludes in 2018.
- **Current + Low:** Current baseline programming continues plus a "low" amount of additional funding is secured for implementation of specific strategies and their actions (as identified in Chapter 4). Assumes one additional FTE is required.
- **Current + High:** Current baseline programming continues plus a "high" amount of additional funding is secured for implementation of specific strategies and their actions (as identified in Chapter 4). Assumes four additional FTEs are required. Assumes an initial $100,000 for Strategy A.4 - Plan and initiate a local CTR grant program.

ENDNOTES

[1]Revised Code of Washington (RCW) – Section 70.94.527 Washington Administrative Code (WAC) – Chapter 468-63.

[2]Washington State Commute Trip Reduction Board. *State Commute Trip Reduction Plan for 2015-2019.*

[3]http://apps.leg.wa.gov/wac/

[4] www.library.municode.com/wa/seattle/codes/municipal_code

[5]All data in Chapter 2 comes from the 2015/16 biennial survey. The DAR rates in Chapter 2 are calculated based on total measured trips, not trips normalized by total employees, as is done for future survey cycles (see Chapter 3).

[6]All data from the 2015/16 biennial survey. The DAR rates are calculated based on total measured trips, not trips normalized by total employees, as is done for future survey cycles (see Chapter 3).

[7]https://commuteseattle.com/

[8]Washington State Commute Trip Reduction Board. *State Commute Trip Reduction Plan for 2015-2019*.

[9]Based on constant funding of $897,000 per planning cycle.

[10]www.seattle.gov/transportation/document-library/citywide-plans/move-seattle

[11]www.seattle.gov/opcd/ongoing-initiatives/seattles-comprehensive-plan

[12]*All trips* goal by the Seattle 2035 Comprehensive Plan.

[13]Note that the 32.2% reported here is different than the previously reported rate by SDOT, which only considered respondent data. This statistic is extrapolated to represent all site employees.

[14]Estimated from an analysis of PSRC regional travel demand model.

[15]Washington State Department of Transportation. WSDOT *CTR Program Guidance for Employers that Are Conducting Surveys Using Sampling*. Olympia: Washington State Department of Transportation. 2010. https://tinyurl.com/ycdvgudk

[16]http://app.leg.wa.gov/rcw/default.aspx?cite=50.13.060

[17]https://tinyurl.com/ya3xcsoq

[18]WAC 468-63-070. http://apps.leg.wa.gov/WAC/default.aspx?cite=468-63&full=true#468-63-070 SMC Chapter 25.02. https://tinyurl.com/ya3xcsoq

[19]Noguchi, Y. (2018, January 22). Freelanced: The Rise Of The Contract Workforce. Retrieved from NPR: www.npr.org/2018/01/22/578825135/rise-of-the-contract-workers-work-is-different-now
Katz, L. F., & Krueger, A. B. (2016). The Rise and Nature of Alternative Work Arrangements in the United States, 1995-2015. http://scholar.harvard.edu/files/lkatz/files/katz_krueger_cws_v3.pdf

[20]http://www.seattle.gov/waytogo/tmp.htm

[21]Dutzik, T., Berg, E., Miller, A., & Cross, R. (2017). Who Pays for Parking? How Federal Tax Subsidies Jam More Cars into Congested Cities, and How Cities Can Reclaim Their Streets. TransitCenter + Frontier Group.

[22]https://tinyurl.com/y8u2qbl5

[23]On December 20, 2017, Congress passed H.R. 1 - Tax Cuts and Jobs Act. The legislation will affect how some employers provide Qualified Transportation Fringe Benefits (QTFBs). The exact implications and impacts for Seattle and the CTR program remain unknown at this time.

[24]Transit Cooperative Research Program (TCRP) Report 107: Analyzing the Effectiveness of Commuter Benefits Programs. (2005).

[25]Based on a random sample of worksites with five or more employees in select Seattle neighborhoods: Downtown

Seattle/Center City, Ballard, Fremont and the University District.

[26]Seattle Employer Transportation Benefits Survey Results Report (2016). Commute Seattle and EMC Research. https://commuteseattle.com/mediakit/report-2016-seattle-employer-transportation-benefits/

[27]Mandatory Employer Transit Benefit, Response to SLI 98-1-A-1. June 1, 2016.

[28]www.seattle.gov/transportation/projects-and-programs/programs/new-mobility-program

[29]www.kingcounty.gov/transportation/kcdot/MetroTransit/ORCABusinessPassport.aspx

[30]www.metro.kingcounty.gov/tops/van-car/van-car.html

[31]www.onecentercity.org

[32]www.seattle.gov/transportation/projects-and-programs/programs/parking-program/community-access-and-parking-program

[33]www.rideshareonline.com

[34]http://www.kingcounty.gov/depts/transportation/metro/programs-projects/in-motion.aspx

[35]http://metro.kingcounty.gov/have-a-say/projects/i90-corridor/

[36]Internal Revenue Code Section 132(f) describes the tax allowances for commuter benefits. On December 20, 2017, Congress passed H.R. 1 - Tax Cuts and Jobs Act, which could affect how some employers provide Qualified Transportation Fringe Benefits (QTFBs). The full implications for Seattle and the CTR program are not yet known.

[37]Seattle DOT and Commute Seattle, "Tax-Free Commuter Benefits Guide," 2017. https://commuteseattle.com/wp-content/uploads/2017/03/2017.TaxFree_Toolkit.pdf

[38]Seattle DOT and Commute Seattle, "Resources: Pre-Tax/Tax-Free Benefits," accessed December 13, 2017. https://commuteseattle.com/resources/#pre-tax-tax-free-benefits

[39]EMC Research and Commute Seattle, "Seattle Employer Transportation Benefits – Survey Results," March 2016.

[40]www.challengeseattle.com

Appendix X

LIST OF CTR-AFFECTED EMPLOYERS (2017-2018)

Listed Alphabetically (A-Z)

Company Name	2019-2023 CTR Network
A Place for Rover, Inc.	Belltown & Denny Triangle
ABC Legal Services	Pioneer Square & Chinatown/International District
Adobe Systems	Fremont/Green Lake
AECOM	Commercial Core
Alaskan Copper & Brass Company	South Seattle
Allen Institute	South Lake Union & Uptown
Amazon	Belltown & Denny Triangle
Amazon	South Lake Union & Uptown
Amdocs	Commercial Core
Asian Counseling and Referral Service (ACRS)	South Seattle
Avanade, Inc.	Commercial Core
Avvo	Belltown & Denny Triangle
Axon	Belltown & Denny Triangle
Bank of America	Commercial Core
Bartell Drugs	South Seattle
Ben Bridge Jeweler, Inc	Belltown & Denny Triangle
Best Buy Technology Development Center	South Lake Union & Uptown
Big Fish Games	Commercial Core
Bill & Melinda Gates Foundation	South Lake Union & Uptown
Blackrock	Commercial Core
BloodworksNW (Puget Sound Blood Center)	Capitol Hill, Pike/Pine, & First Hill
Brooks Sports	Fremont/Green Lake
Brown and Caldwell	Commercial Core
CallisonRTKL	Commercial Core
Capital One Investing	South Lake Union & Uptown
Cascade Designs Inc	South Seattle

Casey Family Programs	Belltown & Denny Triangle
CDK Global	Pioneer Square & Chinatown/International District
Cellnetix	Capitol Hill, Pike/Pine, & First Hill
CenturyLink	Belltown & Denny Triangle
Cisco Systems	Belltown & Denny Triangle
City of Seattle - Charles Street	Pioneer Square & Chinatown/International District
City of Seattle - City Light North Service Center	Northgate
City of Seattle - City Light South Service Center	South Seattle
City of Seattle - Haller Lake Worksite	Northgate
City of Seattle - Parks and Recreation Department	South Seattle
City of Seattle - Seattle Municipal Tower	Commercial Core
City of Seattle - Water Utilities Field Operation	South Seattle
City University of Seattle	Belltown & Denny Triangle
Comcast Technology Solutions	Commercial Core
Community Health Plan of WA	Commercial Core
Cray, Inc.	Commercial Core
Cutter and Buck	Belltown & Denny Triangle
Darigold, Inc.	South Seattle
Davis Wright Tremaine LLP	Commercial Core
Deloitte	Commercial Core
Delta Dental of Washington	South Lake Union & Uptown
Dendreon Corporation	Belltown & Denny Triangle
Docusign, Inc.	Commercial Core
Double Down Interactive	Pioneer Square & Chinatown/International District
Downtown Emergency Services Center	Pioneer Square & Chinatown/International District
Downtown Seattle Association	Belltown & Denny Triangle
DSHS - Airport Way	South Seattle
DSHS - Cherry Street/Capitol Hill Community Service Office and Developmental Disabilities Administration	East Seattle
DSHS | Division of Child Support	Pioneer Square & Chinatown/International District
DTI	Commercial Core
Edelman	Commercial Core
Envestnet Tamarac	Commercial Core
Expedia	Elliott Corridor/Interbay
Expeditors International of Washington, Inc.	Commercial Core

ExtraHop Networks, Inc	Commercial Core
F5	Elliott Corridor/Interbay
Facebook, Inc.	South Lake Union & Uptown
First Choice Health, Inc.	Commercial Core
Foss Home	Northgate
Foss Maritime Company	Elliott Corridor/Interbay
Foster Pepper PLLC	Commercial Core
Fred Hutch | FHRC Day Campus	South Lake Union & Uptown
Garden City Group	South Seattle
Garvey Schubert Barer	Commercial Core
Getty Images	Pioneer Square & Chinatown/International District
Gilead Sciences Inc.	East Seattle
GM Nameplate	Elliott Corridor/Interbay
Google	Fremont/Green Lake
Grand Hyatt Seattle	Belltown & Denny Triangle
Grange Insurance Association	Belltown & Denny Triangle
Grant Thornton	Commercial Core
Greypoint Inc dba Convoy Inc	Belltown & Denny Triangle
Greystar Management Services	Commercial Core
Guy Carpenter & Company, Inc.	Commercial Core
Harborview Medical Center	Capitol Hill, Pike/Pine, & First Hill
Hargis Engineers, Inc.	Commercial Core
HBO	Belltown & Denny Triangle
Holland America Group	South Lake Union & Uptown
HomeStreet Bank	Commercial Core
Horizon House	Capitol Hill, Pike/Pine, & First Hill
HTC	Pioneer Square & Chinatown/International District
Impinj, Inc.	South Lake Union & Uptown
Infectious Disease Research Institute (IDRI	East Seattle
Institute for Systems Biology	South Lake Union & Uptown
Isilon Systems	Pioneer Square & Chinatown/International District
JPMorgan Chase	Commercial Core
Juno Therapeutics Inc	South Lake Union & Uptown
K&L Gates LLP	Commercial Core

K2 Corporation	Commercial Core
Kaiser Permanente | Central Campus	Capitol Hill, Pike/Pine, & First Hill
Kaiser Permanente | Met Park	Belltown & Denny Triangle
Keiro Northwest	South Seattle
Key Bank	Commercial Core
King County Government | Administration Building	Commercial Core
King County Government | Atlantic/Central Base	South Seattle
King County Government | Chinook Building	Commercial Core
King County Government | Correctional Facility	Commercial Core
King County Government | King County Courthouse	Commercial Core
King County Government | King Street Center	Pioneer Square & Chinatown/International District
King County Government | Light Rail Operation E87109	South Seattle
King County Government | West Point Treatment	Elliott Corridor/Interbay
King County Government | Youth Services Center	Capitol Hill, Pike/Pine, & First Hill
KPFF Consulting Engineers	Commercial Core
KPMG LLP	Belltown & Denny Triangle
Labcorp	East Seattle
Lane Powell PC	Commercial Core
Liberty Mutual	Commercial Core
Lighthouse For The Blind Inc	South Seattle
Magnusson Klemencic Associates, Inc.	Commercial Core
Marchex	Commercial Core
MCG Health CTR	Commercial Core
McKinstry	South Seattle
Megapath	Commercial Core
Mercer	Commercial Core
Merrill Lynch	Commercial Core
MG2	Commercial Core
MicroFocus | Attachmate	Pioneer Square & Chinatown/International District
Microsoft Corporation	South Lake Union & Uptown
Miller Nash Graham & Dunn	Belltown & Denny Triangle
Milliman, Inc.	Commercial Core
Mithun	Commercial Core
Moss Adams LLP	Commercial Core

NanoString Technologies Inc.	South Lake Union & Uptown
NBBJ	South Lake Union & Uptown
NOAA | Montlake	East Seattle
NOAA | Sandpoint	U District
Nordstrom | Store 803/807 Employees and Product Group	Commercial Core
Nordstrom | Store 805	Belltown & Denny Triangle
Nordstrom | Store 865	Belltown & Denny Triangle
North Seattle College	Northgate
Northwest Administrators Inc	East Seattle
Northwest Hospital	Northgate
Northwest Justice Project	Pioneer Square & Chinatown/International District
Northwest Kidney Center	Capitol Hill, Pike/Pine, & First Hill
Novo Nordisk Inc	South Lake Union & Uptown
Nuance	Commercial Core
Oculus	South Seattle
Onvia	Commercial Core
Oracle America, Inc	Commercial Core
Outdoor Research Inc	South Seattle
Pacific Northwest National Labs - PNNL	South Lake Union & Uptown
Pacific Science Center	South Lake Union & Uptown
Pacific Studio	Elliott Corridor/Interbay
PacMed Clinic | Beacon Hill	South Seattle
PacMed Clinic | Madison	Capitol Hill, Pike/Pine, & First Hill
Parametric	Belltown & Denny Triangle
PATH	Belltown & Denny Triangle
PayScale	Pioneer Square & Chinatown/International District
PEMCO Insurance Company	South Lake Union & Uptown
PeopleConnect	Commercial Core
Perkins Coie	Commercial Core
Peterson Sullivan LLP	Commercial Core
Pinterest	Belltown & Denny Triangle
POP Inc.	Commercial Core
PopCap (Electronic Arts)	Commercial Core
Porch	South Seattle

Port of Seattle	Belltown & Denny Triangle
PricewaterhouseCoopers	Commercial Core
Proquest	South Seattle
Providence Mount St Vicent	South Seattle
Publicis	South Lake Union & Uptown
Qualis Health dba Comagine Health	Northgate
Quorum Review	Commercial Core
RealNetworks	South Seattle
Regence BlueShield	Belltown & Denny Triangle
Renaissance Seattle	Commercial Core
Robert Half International	Commercial Core
Russell Investments	Commercial Core
Sea Mar Community Health Centers	South Seattle
Seattle Art Museum	Commercial Core
Seattle Cancer Care Alliance	South Lake Union & Uptown
Seattle Central College	Capitol Hill, Pike/Pine, & First Hill
Seattle Children's Research Institute	Belltown & Denny Triangle
Seattle Children's Research Institute	Belltown & Denny Triangle
Seattle Children's Research Institute	Belltown & Denny Triangle
Seattle Children's	U District
Seattle Children's	U District
Seattle Children's	U District
Seattle Goodwill	Pioneer Square & Chinatown/International District
Seattle Housing Authority: Housing Operations Facilit	East Seattle
Seattle Housing Authority	South Lake Union & Uptown
Seattle Metropolitan Credit Union (SMCU)	South Seattle
Seattle Pacific University	Elliott Corridor/Interbay
Seattle School District	South Seattle
Seattle University	Capitol Hill, Pike/Pine, & First Hill
Sellen Construction Company	South Lake Union & Uptown
Shannon and Wilson, Inc.	Fremont/Green Lake
Sheraton Seattle Hotel	Commercial Core
Sinclair Group	South Lake Union & Uptown
Slalom LLC	Commercial Core

Sound Transit	Pioneer Square & Chinatown/International District
South Seattle College	South Seattle
Sprague Israel Giles	Commercial Core
SSA Marine	South Seattle
Starbucks Coffee Company	South Seattle
State of Washington | Attorney General's Office	Commercial Core
Stoel Rives LLP	Commercial Core
Sur La Table	South Seattle
Swedish Medical Center | Ballard	Elliott Corridor/Interbay
Swedish Medical Center | Cherry Hill	East Seattle
Swedish Medical Center | First Hill	Capitol Hill, Pike/Pine, & First Hill
Swedish Medical Center | Met Park	Belltown & Denny Triangle
Swedish Medical Group | Bank of America	Commercial Core
Swedish Medical Group | Cherry Hill	East Seattle
Swedish Medical Group | Minor & James Medical Clinic	Capitol Hill, Pike/Pine, & First Hill
Tableau Software | Fremont	Fremont/Green Lake
Tableau Software | NorthEdge	Fremont/Green Lake
Telecommunication Systems	Belltown & Denny Triangle
The Boeing Company	South Seattle
The Fairmont Olympic Hotel	Commercial Core
The Polyclinic | Broadway	Capitol Hill, Pike/Pine, & First Hill
The Polyclinic | 7th Ave	Capitol Hill, Pike/Pine, & First Hill
The Seattle Times	South Lake Union & Uptown
The Westin Seattle	Belltown & Denny Triangle
Tommy Bahama Group, Inc	South Lake Union & Uptown
Travelers	Commercial Core
Trident Seafoods Corporation	Elliott Corridor/Interbay
True Brands	Fremont/Green Lake
U.S. Bank	Commercial Core
Uber Technologies Inc. (Engineering)	Commercial Core
UBS Financial Services Inc.	Commercial Core
United Parcel Service	South Seattle
United Way of King County	Commercial Core
University Bookstore	U District

University of Washington | Main Campus	U District
US Army Corp of Engineers	South Seattle
US Coast Guard | Pier 36	South Seattle
US Govt. - Dept of Veterans Affairs	Commercial Core
US Govt. - Federal Bureau of Investigation	Commercial Core
US Govt. - Health and Human Services	Commercial Core
US Govt. - Housing/Urban Development	Commercial Core
US Govt. - Internal Revenue Service	Commercial Core
US Govt. - Social Security Administration	Commercial Core
US Govt. - US Attorney's Office	Belltown & Denny Triangle
USI Kibble & Prentice	Commercial Core
UW Physicians	Commercial Core
VA Hospital (Puget Sound Health Care)	South Seattle
Virginia Mason Medical Center	Capitol Hill, Pike/Pine, & First Hill
Virginia Mason Medical Center	Belltown & Denny Triangle
Vulcan Inc.	Pioneer Square & Chinatown/International District
Walt Disney Technology Solutions and Services	Commercial Core
Washington Athletic Club	Commercial Core
Washington Federal	Commercial Core
Washington State Bar Association	Commercial Core
Washington State Ferries	Belltown & Denny Triangle
WatchGuard Technologies, Inc.	Pioneer Square & Chinatown/International District
Wells Fargo Bank	Commercial Core
Weyerhaeuser	Pioneer Square & Chinatown/International District
Williams Kastner	Commercial Core
Willis Towers Watson	Commercial Core
Wireless Advocates	South Lake Union & Uptown
Woodland Park Zoo	Fremont/Green Lake
WSP USA	Commercial Core
YMCA Downtown	Commercial Core
Zenith American Solutions	South Lake Union & Uptown
ZGF Architects LLP	Commercial Core
Zillow, Inc.	Commercial Core
Zulily	Belltown & Denny Triangle

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