



Seattle

TDM Programs 5-Year Strategic Plan

Published Dec 2024



Seattle
Department of
Transportation

Acknowledgements

The Seattle TDM Programs 5-Year Strategic Plan was created in partnership with local and regional stakeholders.

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- Kevin Shively (Sound Transit)
- Patrick Green (Washington State Department of Transportation)
- Ross Peizer (SDOT MyTrips)

Project Stakeholders

- Alexandra Day (Queen B Salon)
- Daniel Poppe (Seattle 2030 District)
- Heidi Speight (Salesforce/Tableau/State TDM Technical Committee)
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- Katie Wilson (Transit Riders Union)
- Mark Ostrow (Seattle Neighborhood Greenways)
- Olin Dahl (Hines)
- Staci Sahoo (Hopelink)
- Tammy Blount-Canavan (Visit Seattle)
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Additional employers, organizations, and residents who participated in our information session, focus groups, and other meetings during the development process.

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Table of Contents









01 Chapter	Introduction	7
02 Chapter	The Foundation	15
03 Chapter	Vision, Priorities, and Goals	20
04 Chapter	Strategies	23
05 Chapter	Implementation Plan	41
	Glossary	45

Executive Summary

Each time we as individuals consider taking a trip—whether to work, school, shopping, or any other destination—we make a choice: how will I get to my destination? That decision is informed by many factors—our established habits, our awareness of the options, availability of the options, cost and affordability, and what’s most convenient or comfortable. Seattle Department of Transportation’s (SDOT) Transportation Demand Management programs support this decision-making process by providing information, education, and framing policies to encourage efficient use of our limited roadway space, in alignment with SDOT’s departmental goals.

SDOT is on a mission to deliver a transportation system that provides safe, affordable, and sustainable access to places and opportunities as we work toward an ambitious goal of 9 of 10 personal trips being zero-emission by 2030. This path toward this vision is outlined in the Seattle Transportation Plan (STP), Transportation Equity Framework (TEF), and Climate Change Response Framework (CCRF). Transportation Demand Management (TDM) is called out throughout these framing documents as a key element in achieving SDOT’s vision, and this TDM Programs 5-Year Strategic Plan outlines how that element may take shape.

Over the next several years, SDOT will need to build upon past efforts to encourage the use of non-drive alone travel options for all trip types through program management, internal coordination, collaboration with partners, communications and marketing, and programming. While SDOT’s existing programs strongly support commute trips and some select neighborhood initiatives, there is ample opportunity to expand TDM support to all trips. Trip types focused upon in the development of this Plan included:

-  Commutes
(Employees impacted by Commute Trip Reduction program: peak commutes to large employers)
-  Commutes
(Tenants of buildings with Transportation Management Programs (TMPs))
-  Commutes
(Off-Peak)
-  Commutes
(Small & BIPOC-owned businesses)
-  Goods Movement
-  Non-commute trips
-  School trips
-  Visitor trips

As outlined in this Plan, those expanded TDM programs will aim to:

- Demonstrably support Seattle's climate goals by encouraging and tracking greenhouse gas reductions and mode shift to non-drive alone trips
- Collaboratively develop expanded, effective programming and messaging that is tailored to various audiences to maximize impact
- Promote multiple affordable and accessible options for transportation and mobility for all people, with an emphasis on those who are most vulnerable
- Seek synergy and partnerships by aligning the TDM strategy programming with other plans, projects, and initiatives
- Maximize impact of limited resources

Figure 1 summarizes the Plan goals:

Via visioning among key partners and stakeholders, the SDOT team developed 14 strategies and 44 actions slated for the next five years. These are organized under the four themes seen below:

- **Program Management and Coordination (PM)** – program administration and internal SDOT coordination
- **Collaboration (C)** – collaboration with partners to strengthen existing programs and reach new audiences
- **Communications and Marketing (CM)** – development of marketing and educational materials to promote awareness and utilization of transportation options
- **Programming (P)** – expand TDM efforts and transportation options to new audiences

To realistically reflect capacity of staff and resources, the team developed an implementation plan to prioritize the actions based on impact, staff capacity, and funding availability. Each action was placed within an Implementation Package as defined below in Table 1, which summarizes the implementation pathway for the plan.

Figure 1: TDM Programs 5-Year Goals

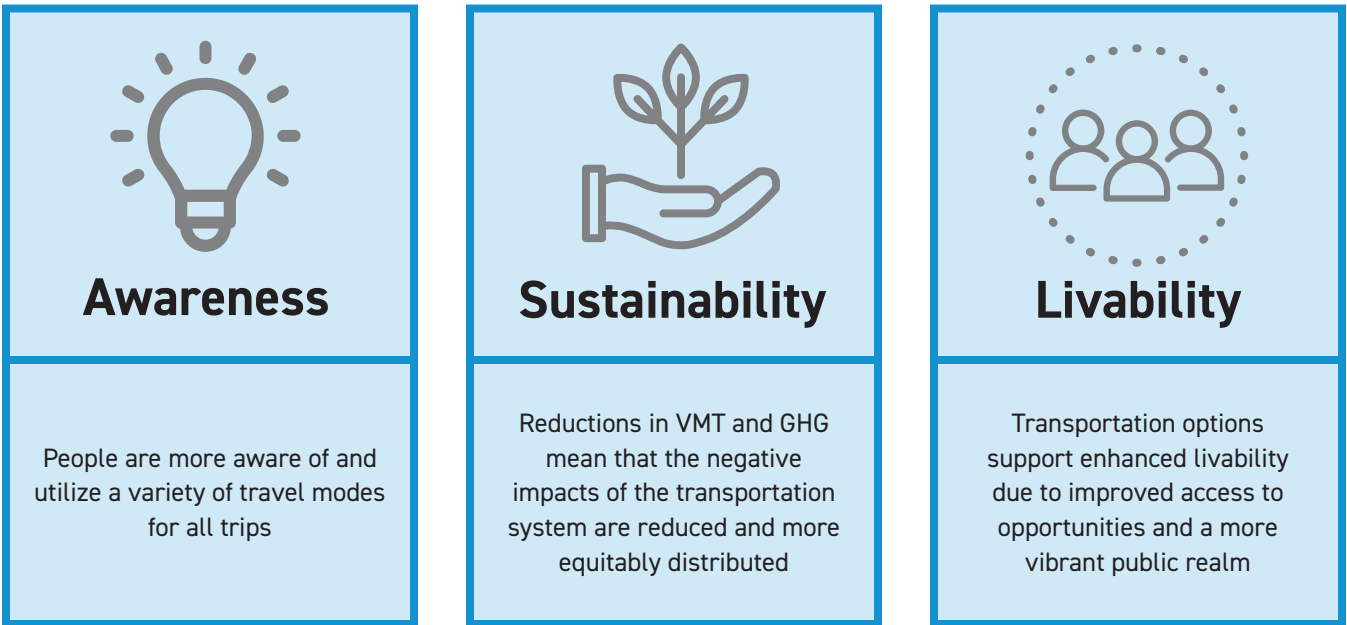


Table 1:TDM Strategies

Implementation Package	Theme	Strategy
● Core 2024-2026 Actions that directly support broader City goals and immediate SDOT priorities with secured funding.	PM	Evolve SDOT TDM staff and resources to serve expanded programs and audiences.
	PM	Continue to integrate and leverage broader work within SDOT.
	CM	Develop a broad TDM communications brand.
	CM	Market and provide assistance to CTR and CBO programs.
+ Extension 2026-2028 Actions that build on core strategies to cover additional trip types and may be funded through existing sources.	C	Continue to collaborate with regional partners to strengthen CTR
	C	Develop relationships with local communities, prioritizing small businesses and BIPOC-led organizations, to identify opportunities to facilitate mode shift
	C	Collaborate with local and regional partners to enable small businesses to access transportation options support
	CM	Develop tailored transportation options resources for new and expanded audiences
	CM	Develop standardized resources for TMP implementers
++ Expansion 2028+ Targeted actions that allow for new program development and implementation. These actions are currently unfunded and require additional funding sources.	P	Strengthen TMP enforcement and applicability
	P	Support TDM efforts in schools
	P	Identify funding sources and opportunities to encourage the adoption of shared mobility services
	P	Encourage new residents to explore their mobility options
	P	Develop programs to encourage the use of transit among visitors

Finally, to outline next steps in implementing this Plan, the team developed an initial Action Plan to indicate how the first year of implementation may proceed. The actions called out for the Year 1 are focused on organizing internal processes and strengthening existing programs while responding to ongoing needs. Thereafter, SDOT will be able to mobilize to expand engagement to external partners to serve new audiences and introduce new programs to promote the use of sustainable transportation options throughout the city.

01

Introduction

The Seattle Department of Transportation (SDOT)'s work is centered on a transportation system that provides safe and affordable access to places and opportunities. Our vision is that:

Seattle is an equitable, vibrant, and diverse city where moving around is safe, fair, and sustainable. All people and businesses can access their daily needs and feel connected to their community.¹

SDOT's Transportation Options team provides Transportation Demand Management (TDM) programs in support of this vision. TDM uses policy, partnerships, communications, education, and incentives to manage limited resources—road space, public right of way—in an efficient, sustainable, and equitable way.

SDOT's Transportation Options team is responsible for the implementation of TDM within the city, including the administration of the City's Commute Trip Reduction (CTR) Program, Transportation Management Programs (TMPs), and the internal employee transportation benefits program, MyTrips. Through these core TDM programs, we engage with more than 500 large worksites and buildings, representing over 225,000 workers, and support impactful commuter transportation programs, including on-site amenities, subsidies, education, and communications to support those workers with their transportation choices. The City also promotes transit use by smaller employers via its Commuter Benefit Ordinance (CBO). Neighborhood TDM initiatives like the Flip Your Trip brand and campaign platform seek to reach individuals directly. SDOT's efforts are nationally recognized as an exemplary TDM program with demonstrated mode shift results.

We developed this plan to build on the 2019-2023 Commute Trip Reduction (CTR) Strategic Plan and reflect the importance of TDM strategies in achieving SDOT's vision for mobility, climate action, and equity. This plan will be used in the future to guide the Transportation Options team workplan, support the team in seeking funding and partnerships, and provide a framework for tracking progress in supporting the goals set out by key City documents: the Seattle Transportation Plan,

the Climate Change Response Framework, and the Transportation Equity Framework—all of which, in turn, are referenced in the City's One Seattle Comprehensive Plan.

The [Seattle Transportation Plan \(STP\)](#) lays out a 30-year vision for the future of the City's transportation network, including paths toward reaching a 2030 climate goal of 9 of 10 personal trips and 3 out of 10 freight trips being zero-emission (i.e. walking, biking, transit, and electric vehicles) while also eliminating serious injuries and fatalities in line with [Vision Zero](#). Acknowledging the need to prioritize investments in historically underserved communities—including Black, Indigenous and People of Color (BIPOC), older adults, people living with disabilities, young people, and other vulnerable communities—the Transportation Equity Framework (TEF) outlines how the City can elevate equity by creating multi-modal strategies tailored for these audiences. Lastly, in response to the impacts of climate change, the City developed a [Climate Change Response Framework \(CCRF\)](#) which guides how the City will invest in services and programs to enable more climate-friendly, accessible, and affordable travel choices.

So many of our daily trips cover short distances and can be accomplished outside of our personal vehicles with the right services and programming.

-Climate Change Response Framework

While SDOT's past TDM efforts have largely focused on commute trips, we recognize the need to strategically expand our programs to support other trip types—such as shopping, recreation, tourism, goods movement, and more—in response to the actions outlined in the STP and CCRF as well as to address post-pandemic travel trends. This will enable SDOT to provide mobility support to more trips to, from, and around the city. The TDM Programs 5-Year Strategic Plan builds on Seattle's existing programs to support the implementation of a range of TDM strategies and actions to support a wider audience and larger impact on vehicle miles travelled (VMT) and greenhouse gas emission (GHG) reductions.

1 Seattle Transportation Plan, 2024

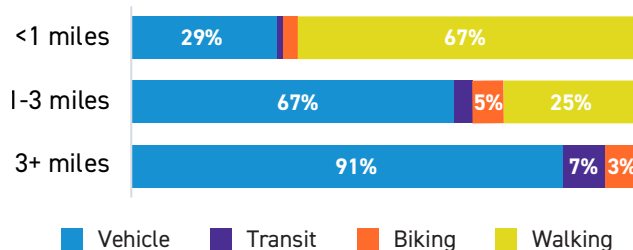
The Need for a TDM Strategic Plan

Align with Broader City Goals and Initiatives

Seattle has a history of innovation and support for sustainable transportation options; this momentum continues with the development of the framing documents STP, CCRF, and TEF. SDOT can build off this momentum to expand its TDM work with existing partners, develop new relationships, and deliver more programming to a wider audience to achieve greater mode shift and VMT reductions.

TDM will be a key tool to help the City progress towards its goal of 9 of 10 personal trips being zero-emission by 2030. This plan outlines how SDOT can strategically grow its programs to support all trips being made sustainably, while also clarifying roles amongst many teams working together towards a citywide sustainability vision. As an example, mode choice for short trips can be influenced through TDM efforts, and as shown in Figure 2, nearly three quarters of trips within Seattle are shorter than three miles². The strategies included in this Plan can make a significant impact on mode shift and our goals related to climate action.

Figure 2: Trip Mode By Distance



Source: Replica Places, Fall 2023



² City of Seattle, Climate Change Response Framework.

Respond to Community Needs

The robust community engagement undertaken as part of the STP serves as the foundation for this plan. [STP engagement](#) saw wide participation among thousands of residents and visitors to Seattle, while also committing to listening, meeting people where they are, and working to address the needs of those who have historically been left out of planning processes and decision-making regarding the city's transportation system. Through this engagement, we heard a strong desire for transformative changes to the transportation system, focused on services and programs to help people walk, bike, roll, and take transit more safely, easily, and affordably. While there were many important takeaways from this robust engagement process, key points for this plan to respond to include:

- People are strongly interested in developing a transportation system that offers safer, more equitable, reliable, sustainable, and affordable travel options for everyone in Seattle. Transportation Options and TDM programs were called out to support improving neighborhood air quality and health by promoting clean, sustainable travel options. Beyond investing in physical infrastructure, programs to promote sustainable travel are needed to educate, inform, and incentivize non-drive alone travel options.
- Changes to the transportation system must be people-oriented to reduce reliance on automobile travel, with regular emphasis on significant mode shift needed to achieve the plan's goals.
- People recognize that access to safe and affordable transportation options are unequally distributed in Seattle, with traditionally underserved areas requiring prioritized investment. This underscores the need to develop TDM strategies that would complement regulatory programs that have required a focus on white-collar, downtown commuters.
- Safety concerns were identified as a major reason why many were avoiding taking the bus, biking, or walking on a more regular basis. This underscores the need for TDM strategies that acknowledge the need to align with safety messaging, Vision Zero investments, and help people feel confident in choosing non-SOV modes.

- In the STP as well as CCRF, the Transportation Options group is specifically called upon to support sustainability by expanding beyond employer-based travel demand management programs to include residential and neighborhood-based strategies that encourage non-driving travel choices for all trips; connecting residents to transportation options, education, and incentives helps expand access to non-drive alone travel options.

94% of people surveyed prioritized creating a transportation system that reduces pollution and improves air quality.

-Seattle Transportation Plan

In addition to the robust public input from the STP engagement, the team also gained perspectives from its own stakeholder engagement. This included soliciting input from transportation coordinators for large employers and large buildings, local advocacy groups, and neighborhood organizations via an information session, surveys, and interviews to identify needs and opportunities for expanded TDM programming in the city. Among the top issues discussed among those stakeholders was the need to:

- Support community navigators who help connect people to resources and understand their transportation options
- Develop information and education programs on travel options for youth, limited English speakers, and recent immigrants
- Focus on short trips, especially those made by residents for errands, recreation, and school trips.

As outlined in the following sections, this input was used in forming the strategies and actions within this plan.

Elevate Equity

Recognizing the history of unequal investment, and the resultant negative impacts on underserved communities, the City is prioritizing programs to support a more equitable distribution of transportation resources. This is especially true in geographies without access to quality transit and where access to opportunities is limited.

In developing this plan, we acknowledge that racism has shaped the urban environment through land use and transportation policies (e.g., redlining, housing discrimination, neighborhood demolition for highway construction, restrictive zoning, displacement, and underinvestment in BIPOC communities). The residual effects—infrastructure, economic, and cultural factors that uphold car dependency—are in many ways what we are trying to solve through TDM. We commit to advancing and centering equity through the strategies and actions outlined in this Plan.

SDOT's TDM programs to date have largely focused on using state and local regulations' authority and the application of limited resources on major trip generators like large employers, developers/managers of large buildings, and large event venues—thus representing a specific subset of trips. In the case of the first two groups, the audience is primarily characterized by white-collar office workers that commute during peak periods.

From an equity perspective, investing resources in reaching populations with choices (i.e., those who receive commute benefits through their employers, people with higher income) is an equity focused strategy because we are asking those who can afford to make different choices to do so, rather than placing the burden of behavior change on communities already disproportionately impacted by transportation disinvestment and policies (i.e., those living in transit deserts or environmental justice impacted areas, or those displaced from areas with mobility options).

While the above is true, we also recognize a critical element of this work is supporting the mobility options of those with fewer means, those living in transit deserts and/or environmental justice impacted areas, those displaced from areas with more mobility options, and those who cannot drive due to age, ability, and/or income. To expand our programs' reach to wider audiences, we will prioritize engagement and partnerships with community organizations, small businesses, and BIPOC-owned businesses to address local needs and support the development of tailored mode shift resources. We see the opportunity to focus our efforts on building capacity of community groups to define the mode shift solutions on a more grassroots basis, which we may in turn support through funding, resources, access, and technical expertise.

KEY TDM FOCUSED SEATTLE TRANSPORTATION EQUITY FRAMEWORK TACTICS

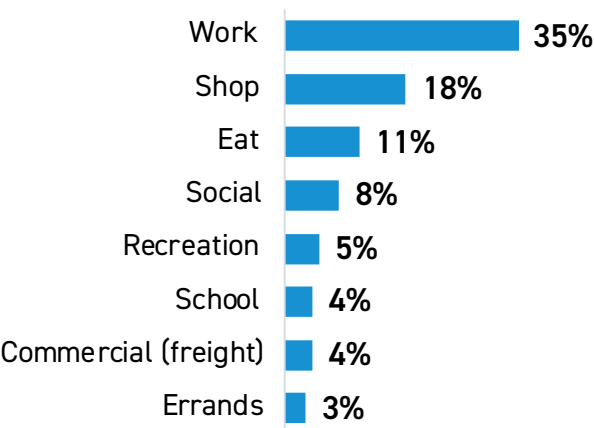
- Reduce drive-alone trips by creating innovative, equitable, and incentive-driven strategies with community buy-in to mitigate congestion and air pollution.
- Partner and fund BIPOC-led community-based organizations to create community-tailored mode shift solutions.
- Build trust with and learn from Black leaders and identify programmatic actions to address the inequities experienced by Black community members who walk, roll, bike, scoot, or in any other way actively move through the City and provide capacity-building support to Black-led organizations that focus on increasing active transportation.

Respond to Post-Pandemic Travel Trends and Support All Trips

The COVID-19 pandemic altered the commuting landscape; more people are working remotely and / or with alternative work schedules, including telecommuting and hybrid schedules. Due to those changes to travel patterns, work trips only make up a third of all trips occurring within the city (Figure 3). Transit use during the pandemic declined by as much as 75%³ and while ridership has been recovering, it remains below the pre-pandemic average. Increasing transit ridership by shifting away from drive alone trips will be key for Seattle's climate response and this Plan will serve as a tool to returning people to transit.

Due to CTR and TMP program requirements further described in Chapter 2, SDOT's TDM efforts have historically interacted mainly with large employers and properties which are concentrated downtown. The defined populations affected by these programs do not include many travelers, for example: non-peak shift workers, employees at microbusinesses, and visitors who do not have the same level of access to—and information—about affordable transportation options. Past neighborhood-focused TDM efforts have been temporary pilots or campaigns tied to a limited timeframe. Expanding SDOT programming to reach non-commute trips will enable greater reductions in vehicle miles traveled (VMT) and greenhouse gas emissions.

Figure 3: Trip Purpose for Trips Ending in Seattle



Source: Replica Places, Fall 2023

Align Resources to Maximize Program Goals

This Strategic Plan not only outlines how SDOT can continue to improve and evolve the existing CTR and TMP Programs but also provides guidance on how SDOT can effectively expand TDM programs to new audiences based on staff capacity and funding. This program growth will require new partnerships, processes, and programs.



3 King County Metro. Average weekday transit boardings 2021-2023.

How was the Plan Developed?

Figure 4 Illustrates the Plan development process:

Figure 4: Seattle TDM Programs 5-Year Strategic Plan Development Process



Background Review involved assessing existing policies, TDM supportive-regulations, available data, supportive programs, and key partnerships to identify strengths, weaknesses, opportunities, and challenges (SWOC) of current programs.

Stakeholder Engagement included soliciting input from transportation coordinators for large employers and large buildings, local advocacy groups, and neighborhood organizations via an information session, surveys, and interviews to identify needs and opportunities for expanded TDM programming in the city. SDOT engagement efforts conducted as part of the STP were also leveraged to provide direct individual input into Plan development.

An Advisory Group was assembled which consisted of relevant subject matter experts from SDOT, Commute Seattle, King County Metro, Sound Transit, and WSDOT at key milestones to present key findings and gather input on recommendations. The vision, priorities, and goals for SDOT were developed to guide strategy development and alignment of the Plan with key framing documents such as the STP and CCRF.

Strategy Development & Evaluation involved reviewing information collected to date, including stakeholder input, and evaluating potential strategies against feasibility, deliverability, and impact; then developing and refining specific actions to deliver those strategies.

An Action Plan was developed to guide implementation of the TDM strategies and actions over the next 5-year period, including funding and timeline.

Overview of the Plan

02 Chapter

The Foundation summarizes key insights from the background review of existing practices to inform the vision and strategy development.

03 Chapter

The Vision guides the development of the Plan and defines SDOT's desired outcomes from the TDM Programs 5-Year Strategic Plan.

04 Chapter

Strategies outline the actions recommended to ensure alignment with key citywide goals and achieve the goals and priorities for program improvement and expansion.

05 Chapter

Implementation Plan summarizes the implementation and funding of the Plan.



Photo Credit: City of Seattle

02

The Foundation

The City of Seattle has three primary TDM-supportive regulations aimed at improving congestion and air quality by reducing Drive Alone Rate (DAR) and Vehicle Miles Traveled (VMT): the Commute Trip Reduction (CTR) Program, Transportation Management Programs (TMPs), and Commuter Benefit Ordinance (CBO). Many employer sites are impacted by all three of these regulations. Through CTR alone, the City reaches over 225,000 employees or approximately one-third of workers citywide.

↓ **15**

percentage point reduction in Drive Alone Rates (DAR) since 2007/2008

↓ **39**

percentage point reduction in vehicle miles traveled (VMT) per employee since 2007/2008

✓ **70%**

of worksites achieved their network DAR target in 2022

Source: SDOT CTR Program, 2022

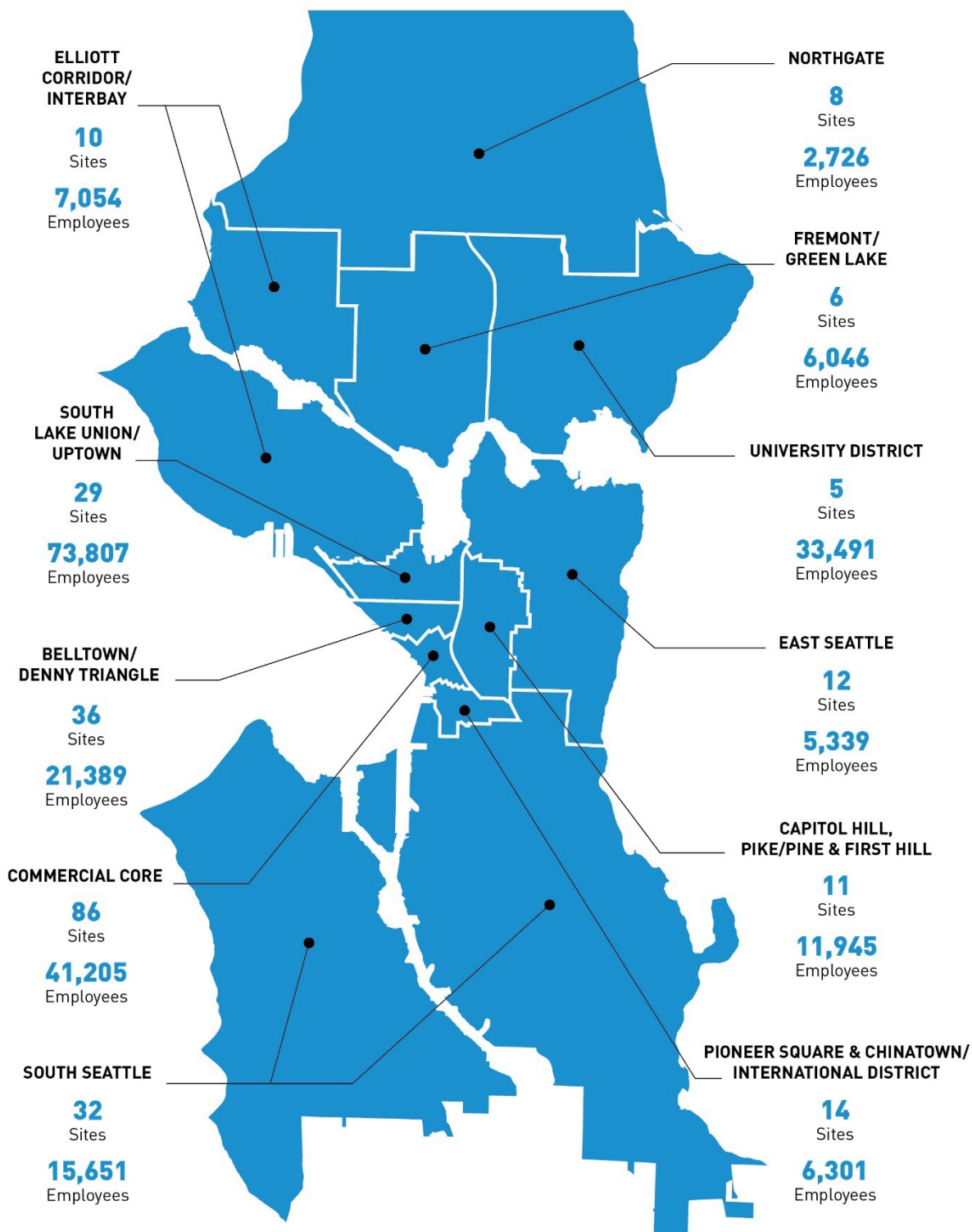
Commute Trip Reduction

In 1991, the State of Washington adopted the Commute Trip Reduction (CTR) Law to reduce automobile-related air pollution, traffic congestion, and energy use through employer-based programs that encourage commuting via non-drive alone options. A key measure of CTR effectiveness is the reduction in employee worksite drive alone rates (DAR). As a CTR-affected jurisdiction, the City of Seattle implements a local CTR program, defined in the Seattle Municipal Code, that sets guidelines for participating employers. The State CTR Law requires all worksites with 100 or more full-time employees who commute in the 'morning peak' (6AM to 9AM) to conduct a biennial commute survey and submit a biennial employer commute program report. SDOT, with support from local Transportation Management Association (TMA) Commute Seattle, oversees implementation of the regulatory requirements.

To measure performance of the program, SDOT sets citywide and network-level (neighborhood group) DAR targets based on local land use and transportation characteristics, including transit access. If all individual networks meet their respective targets, the citywide DAR target will be met. The targets consider historic trends and current access to travel options in different areas of the city.

The 2019-2023 CTR Strategic Plan was SDOT's effort to define how it would further leverage the CTR program for greater impact—and set benchmarks and targets for measuring that progress. It introduced VMT per employee targets to capture industries with lower DAR but higher VMT per employee. It also revised the CTR networks to better align with neighborhood planning boundaries (Figure 5). These networks will remain for this 5-Year Strategic Plan, which will further build ways to measure and report the impacts of our TDM programs.

Figure 5: CTR Networks / Site Statistics as of 2024



Transportation Management Programs

A site may be subject to a Transportation Management Program (TMP) if the City of Seattle determines the need to mitigate transportation impacts during development review; TMPs are triggered either through State Environmental Policy Act (SEPA) review or through Land Use Code requirements and are usually stipulated in the [Master Use Permit](#).

There are a few different situations in which TMPs are typically deployed:

1. Individual building developments: There are over 230 individual buildings across Seattle that have active TMPs to mitigate transportation impacts from the development; most of these buildings have office or commercial uses. More than 70% of TMP sites are occupied by a CTR-affected employer and, as a result, also participate in the CTR program.
2. Major Institutions: There are 13 major educational and medical institutions within the City of Seattle. The Major Institution land use designation requires the development of City-Council approved Major Institution Master Plans (MIMP) to identify a long-range program to guide development and identify ongoing monitoring practices. A key component of the MIMP is the TMP, as defined in Seattle Municipal Code 23.69.030.
3. Event venues: Large venues (e.g. stadiums) are generally subject to TMPs to mitigate event-based transportation impacts and to ensure ongoing coordination with key City departments and transit partners.

Key requirements of TMPs are outlined in the most recently published Director's Rule on the subject (joint SDCI Directors Rule 05/2021/SDOT Director's Rule 01-2021). While specific requirements for TMPs have changed over time as the program has evolved, TMPs are now required to provide at least two key components:

- An SOV rate goal;
- Implementation plan for transportation infrastructure and programmatic TDM strategies to achieve the goal.

TMPs are designed in coordination with the applicant to be responsive to the relative impact of the development. As such, TMPs associated with MIMPs and event venues tend to be more in-depth and tailored to the specific context of the site's transportation network impact.

SDOT works closely with the Seattle Department of Construction and Inspections (SDCI) to manage this program by reviewing and approving TMPs and implementing the ongoing monitoring of TMP sites.



Photo Credit: City of Seattle

Commuter Benefit Ordinance

On January 1, 2020, Seattle's Commuter Benefit Ordinance went into effect. This requires businesses with 20 or more employees worldwide to offer their Seattle employees a pre-tax payroll deduction for transit or vanpool expenses. The ordinance applies to all employees who work an average of 10 hours per week or more, including telecommuting employees and those who live outside Seattle but work in Seattle. Governmental entities and tax-exempt organizations are exempt. The ordinance is enacted by the Office of Labor Standards (OLS), the home of the City's wage, labor, and workforce practices, with support from SDOT and Commute Seattle. The Ordinance is complaint-based, meaning that outreach and investigation is triggered when an employee registers a complaint regarding their employer. Due to the COVID pandemic beginning just a few weeks after the ordinance went into effect, SDOT determined it would delay a comprehensive communications and outreach campaign out of concern for the amount of pandemic impacts businesses were grappling with at that time. Instead, the Ordinance has been communicated out by partners at OLS within regular labor regulations information and by Commute Seattle, the local Transportation Management Association, who references it within its communications related to ORCA business products. As such, there is a clear opportunity to implement a more comprehensive campaign to inform businesses of the requirement and its intent: to make transit more affordable and appealing in a cost-neutral way for both employers and workers.

Commuter Benefit Ordinance Compliance Options

Employers have more than one way to comply—the most straightforward option being offering a transit pass through ORCA Business Accounts equivalent to a monthly King County Metro bus pass.

Other Related SDOT Initiatives

Seattle Transit Measure

In 2014, Seattle voters approved the establishment of a Seattle Transportation Benefit District (STBD) within the City to specifically fund transportation improvements, as well as a first set of investments as part of STBD Proposition 1. In 2020, a replacement package of investments called the Seattle Transit Measure (STM) was approved by 80% of voters to fund additional transit service, transit programs, and transit infrastructure until 2027.

STM has a strong equity focus and includes provisions to expand the Transportation Access Program to help increase affordable access to transit for low-income residents, small business employees, students, seniors, and disabled residents.

With multiple, concurrent efforts within SDOT to increase access to safe, affordable transportation options, this Plan sets out how SDOT can support existing programs, leverage internal and external partnerships, and fill gaps.

The 2020 Seattle Transit Measure collects on average over \$50 million annually, which can be used to fund initiatives that complement SDOT's TDM efforts, such as:

- 140,000 annual hours of transit service
- Downtown Circulator
- Seattle Public Preschools Partnership
- ORCA Opportunity Promise Scholars
- Seattle Housing Authority Transit Pass Program
- Senior Program
- Youth Transportation Ambassadors
- Transit Spot and Capital Improvement Programs

Seattle Transportation Levy

In November 2024, Seattle passed an eight-year \$1.55 billion Transportation Levy that will provide funding to enhance the city's transportation infrastructure, including paving roads, repairing bridges, planting trees, building sidewalks and crosswalks, making connections to light rail stations and transit, and creating more walking, rolling, and biking routes to places where people live, work, and play. Promoting awareness and use of the multimodal infrastructure improvements coming out of this investment will comprise core messages for TDM programs into the future. The prior Levy to Move Seattle, ending at the close of 2024, represented roughly 30% of the Seattle Department of Transportation's budget. Approved by voters in November 2015, it provided \$930 million to improve safety for all travelers, maintain streets and bridges, and invest in reliable, affordable travel options for a growing city. As a major source of transportation funds, the Levy enables SDOT to invest in projects that maintain and/ or grow our pedestrian, bicycle, and transit systems, including Vision Zero and Safe Routes to School investments. These projects physically support our ability to safely accommodate more walking, biking, and transit trips and increase these modes' overall attractiveness by improving the safety, connectivity, convenience, and reliability of non-driving options.

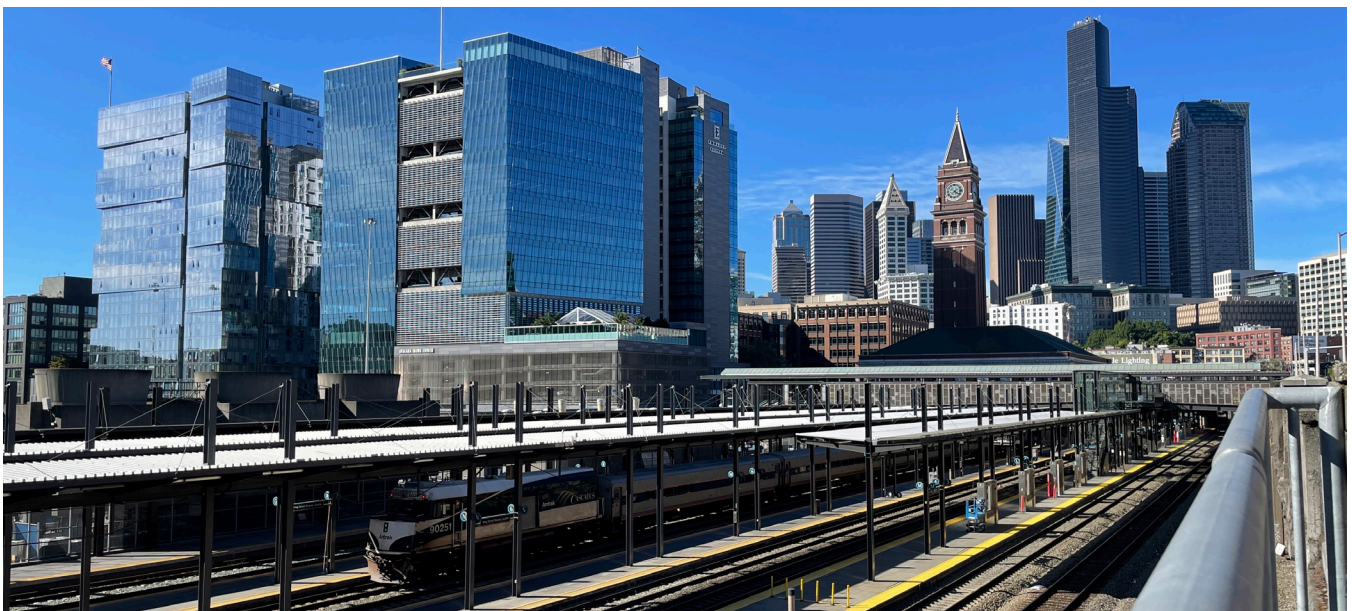


Photo Credit: City of Seattle

03

Vision, Priorities, and Goals

Vision

In collaboration with the Advisory Group, SDOT defined a vision statement to guide this Strategic Plan, representing the anticipated and desired impacts of the work outlined within. The vision encapsulates the needs for TDM programs referenced in the Seattle Transportation Plan and the vital role of mode shift in Seattle's climate strategy.

Vision Statement

Seattle's expanded TDM programs will encourage non-drive alone travel choices for all trips and support Seattle's progress towards the goal of 9 of 10 personal trips being zero-emission by 2030

Priorities

With input from the Advisory Group, SDOT defined the following program priorities to outline how this plan can support development of programs that will address the needs outlined in Chapter 1.

SDOT's TDM Programs will:

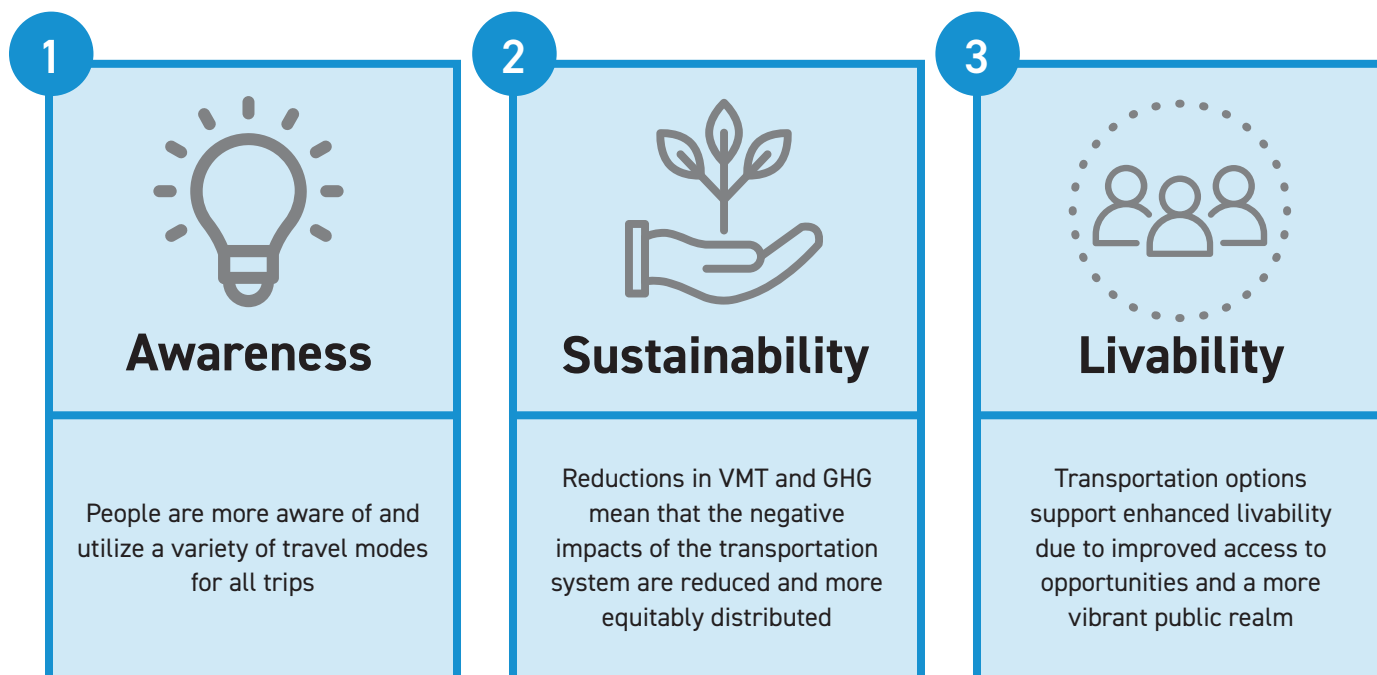
- Demonstrably support Seattle's climate goals by supporting and tracking greenhouse gas reductions and mode shift to non-drive alone trips
- Collaboratively develop expanded, effective programming and messaging that is tailored to various audiences to maximize impact
- Promote multiple affordable and accessible options for transportation and mobility for all people, with an emphasis on those who are most vulnerable
- Seek synergy and partnerships by aligning the TDM strategy programming with other plans, projects, and initiatives



Photo Credit: City of Seattle

Goals

To support this vision and reflect the above priorities, we developed high level goals for TDM programs that anticipate the outcomes of a successful 5-year plan. These were based on a summary of the TDM-relevant needs outlined in the Seattle Comprehensive Plan, Seattle Transportation Plan, Transportation Equity Framework, and Climate Change Response Framework.



These programmatic goals were then examined in conjunction with STP goals to develop and define desired TDM program outcomes that would support this vision and ensure progress on STP priorities, as seen in Table 2 which relates both sets of goals.

Table 2: TDM Outcomes related to Seattle Transportation Plan Goals

STP Goal ⁴	Safety	Equity	Sustainability	Mobility and Economic Vitality	Livability
	Prioritize safety for travelers in Seattle, with no serious injury or fatal crashes	Co-create with community and implement restorative practices to address transportation-related inequities	Respond to climate change through innovation and a lens of climate justice	Provide reliable and affordable travel options that help people and goods get where they need to go	Reimagine city streets as inviting places to linger and play
TDM Program Outcomes	<ul style="list-style-type: none"> The relationship between TDM and safety is clearly communicated and understood, and effective programmatic partnerships result. People feel confident in choosing non-SOV modes due to effective TDM education, communication, and programming. 	<ul style="list-style-type: none"> Mode shift solutions are co-created with communities, with an emphasis on restorative practices to address transportation-related inequities Affordable travel options are made more accessible to low-income and BIPOC communities and for older adults, youth, and those living with disabilities Transportation emissions in vulnerable communities are reduced. 	<ul style="list-style-type: none"> Reduction of drive alone trips, vehicle miles traveled, and overall GHG emissions. People are more aware and utilize a variety of multi-modal travel options for trips 	<ul style="list-style-type: none"> People are more aware of and utilize a variety of travel modes for all trips People experience improved access to opportunities. Reduced congestion allows for more efficient movement of people and goods. 	<ul style="list-style-type: none"> Walking, biking, and rolling are more convenient and enjoyable travel choices, especially for short trips Improved neighborhood air quality and health outcomes through increased use of sustainable travel options Reduction of dependence on vehicles due to increased access to transportation options. Activated, vibrant public spaces and streetscapes that promote public life

Specific strategies recommended for each program outcome are detailed in Chapter 4.

⁴ TDM also plays a secondary role in the sixth STP goal, Maintenance and modernization: Improve city transportation infrastructure and ready it for the future; by endeavoring to reduce VMT through TDM, we may contribute to lower maintenance needs and support modernization of streetscapes supporting additional travel options. In addition, we may provide data on travel trends to support infrastructure investment.

04

Strategies

Introduction

In developing strategies, as noted in Figure 4, we considered current programs within SDOT and the region, City framing documents, and stakeholder inputs. We then evaluated these strategies for deliverability, efficacy, and impact.

The process began with a review of past and current programs in Seattle and a comparison to industry best practices; we then completed a Strengths Weaknesses Opportunities Challenges (SWOC) analysis and gap analysis of current SDOT work and broader City programs. In response to what we learned and summarized through that analysis, we compiled a comprehensive list of potential TDM strategies and connected actions to ensure our plan supports all trip types and audiences. The strategies aligned with City policies, goals, and priorities, considered stakeholder input, and acknowledged partnership opportunities with current TDM programs available in Seattle. The strategies were then combined into three different Implementation Packages—Core, Extension, and Expansion—to guide phasing and implementation which has been described further in Chapter 5 of the Plan.




Each strategy contains its own actions identified for program implementation. The strategies and actions together represent initiatives SDOT can undertake in the next five years to strengthen existing commute-based TDM programs, expand to support other trip types, and partner with interdepartmental groups, community organizations, and/or other relevant stakeholders.

Evaluation Framework

We developed an evaluation framework to inform prioritization of strategies for the next five years by assessing each against relative deliverability, efficacy, and impact (Figure 6). Due to the importance of TDM strategies which advance equity-related priorities, Category 3 (Strategy Impact) was weighted at 150%.

The SDOT team used the evaluation framework to individually assess each of the potential strategies. Following an independent review, the staff and consultant team reconciled individual scores and agreed upon numeric scores for each strategy, which was then used for ranking. Strategies that scored relatively low were archived for future investigation or combined to broaden their impact and increase return on investment.

Figure 6: TDM Strategies Evaluation Criteria

 Strategy Development/ Delivery Weighted at 100%	 Strategy Efficacy Weighted at 100%	 Strategy Impact Weighted at 150%
<p>Criterion 1 - What is the relative level of effort for the Transportation Options Group (i.e. staff time) required to implement the strategy?</p> <p>Criterion 2 - Is there an existing program that this strategy can be built upon?</p> <p>Criterion 3 - Has a Program Owner (City team or partner) been identified?</p>	<p>Criterion 1 - Is the strategy likely to have a significant impact on mode shift?</p> <p>Criterion 2 - Does the strategy address multiple trip types?</p> <p>Criterion 3 - Does the strategy address a gap/key TDM needs?</p>	<p>Criterion 1 - Does the strategy promote equitable and affordable access to travel options, especially in low-income and BIPOC communities?</p> <p>Criterion 2 - Does the strategy promote expanded TDM programs to reach new populations?</p> <p>Criterion 3 - Does the strategy promote targeted healthy and active travel options for older adults, youth, and people living with disabilities?</p>

Strategy and Action Organization

The team organized the strategies into key themes based on implementation type to assist SDOT with staff and work planning, including:

- **Program Management and Coordination (PM)** – program administration and internal SDOT coordination
- **Collaboration (C)** – collaboration with partners to strengthen existing programs and reach new audiences
- **Communications and Marketing (CM)** – development of marketing and educational materials to promote awareness and utilization of transportation options
- **Programming (P)** – Expand TDM efforts and transportation options to new audiences

The 2024 Seattle 5-Year TDM Programs Strategic Plan includes a list of 14 strategies and 44 actions, as outlined below.



Photo Credit: City of Seattle

For each *strategy*, the following elements are defined:

Priority Trip Types and Audiences



Commuters - CTR: touches on the Commute Trip Reduction (CTR) program or CTR-affected employers including the City of Seattle



Commuters - Off-Peak Employees: relevant to off-peak employees, an audience that experiences challenges accessing alternative modes of transportation



Goods Movement: supports goods movement trips, including freight and urban goods delivery



People traveling to schools: involves interacting with students and their parents on mode choice for trips to/from schools



Commuters - TMP: relates to Transportation Management Programs (TMPs) and TMP-affected sites and tenants



Commuters - Small & BIPOC-owned Businesses: relevant to small businesses and businesses owned by Black, Indigenous, and People of Color (BIPOC), who have been less engaged by core TDM efforts in the past



People taking non-work trips: helps residents access transportation options for non-work related trips



People visiting Seattle: supports visitors coming to Seattle destinations for leisure and tourism purposes

Key Implementation Partners

Includes an initial list of internal SDOT teams, local and regional agencies, and organizations that could support the implementation of the strategy.

Mode Shift Potential

A low, medium, or high rating based on the observed potential to reduce vehicle miles traveled (VMT) and shift single occupancy vehicle (SOV) trips, beyond existing programming.

Equity Impact

Rated low, medium, or high based on potential to promote equitable and affordable access to travel options, expand programs to new populations, and target healthy and active travel options for older adults, youth, and people living with disabilities.



Low



Medium






High

For each *action*, the following elements were defined:





Implementation Package

Based on when the actions should happen, factoring in feasibility and effort required.

-  **Core:** Immediate actions that directly support broader City goals and immediate SDOT priorities with secured funding.
-  **Extension:** Near-term actions that build on core strategies to cover additional trip types and may be funded through existing sources.
-  **Expansion:** Medium-term actions that allow for new program development and implementation. These actions are currently unfunded and require additional funding sources.


Cost

Based on the high-level annual cost to implement the strategy based on the aggregate of the actions, shown in equivalent staff time.

-  : <40 staff hours
-  : 41-80 staff hours
-  : 81-120 staff hours
-  : >121 staff hours

PM1

Evolve SDOT TDM staff and resources to serve expanded programs and audiences

Trip Types	Potential Partners	Mode Shift Potential	Equity Impact
	N/A	● ● ●	● ● ●

Overview

This strategy includes an annual review of the team's roles and responsibilities as well as reserving capacity for grant applications. As Core actions, these efforts are immediate and will be reviewed on an annual basis.

Rationale

Historically, SDOT's TDM staff have been focused on managing the required CTR and TMP regulatory programs. Therefore, the Group's work plan and budget have been built around overseeing those efforts. As the Group begins work with new partners and expands its programming to reach new audiences, it will need to keep its roles, responsibilities, and capabilities updated and continue to best leverage limited bandwidth.

Actions

PM1.1 (● ●) Use Responsive Staff Planning

Review team members' roles and responsibilities (in addition to the ability to add staff) annually to accommodate new programs/efforts that serve all trip types and audiences.

PM1.2 (● ●●●) Pursue Grant Opportunities

Reserve capacity within the team for preparing/collaborating on grant proposals, with the aim of securing at least one grant per year for expanded programs and staff resources. Invest staff time in tracking and engaging on regional issues via the Puget Sound Regional Council (PSRC).

PM1.3 (● ●●) Stretch CTR Funding

Identify opportunities to further leverage state CTR funding to reach a broader audience. For example, use CTR funds toward the purchase and installation of commute-supportive infrastructure (such as bike racks) or participation/sponsorship in events where event participation aligns with the City of Seattle's CTR program.

PM1.4 (● ●●) Invest in Supplementary Data Sources

Collaborate within SDOT to bolster a data-driven approach to programs, including the potential to use new data sources (e.g., Replica or other aggregated multimodal traffic data) to complement historic data sources (e.g., CTR and TMP surveys, PSRC Household Travel Survey), especially where existing data is not available, to inform TDM programming by monitoring of mobility trends and progress towards targets over time. Identify opportunities to standardize data collection techniques, timeframes, and reporting for non-commute trips with intradepartmental teams, local and regional partner agencies, and organizations such as Visit Seattle, King County Metro, and PSRC.

PM2

Continue to integrate and leverage broader work within SDOT

Trip Types	Potential Partners	Mode Shift Potential	Equity Impact
       	SDOT Shared Mobility, Transit Service and Strategy, Curb Space, Communications, Capital Projects	  	  

Overview

Cross-divisional efforts among SDOT teams present opportunities to integrate TDM into existing SDOT workstreams and processes while maximizing efforts and resources.

Rationale

The team is well positioned to integrate with other SDOT initiatives and infuse TDM strategies into programs to unify TDM messaging and maximize impact. This is especially true in work related to capital projects, parking, and tools to support the use of multimodal transportation options.

Actions

PM2.1 (👁️ 💰) Leverage Inter-Departmental Teams

Provide greater awareness and relevance of TDM work to wider audiences by leveraging inter-departmental teams and meetings within SDOT.

PM2.2 (👁️ 💰💰) Support the Development and Implementation of Innovative Pilots and Programs

Support and leverage innovative pilots and programs in partnership with other groups around SDOT; communicate and promote the potential for supporting non-driving trips and reaching new audiences. This may take the form of new technologies and fare media, new services, or events and programming.

PM2.3 (👁️ 💰) Leverage Curb Space Changes




Continue to look for opportunities to collaborate with SDOT's Curbside Management team to leverage parking changes in the right of way as a catalyst to shift to non-drive alone transportation options.

PM2.4 (👤 💰💰💰) Integrate TDM Engagement with SDOT Capital Projects Communications

Work with other SDOT teams to integrate TDM resources within project communications and outreach processes to maximize effectiveness, awareness, and utilization of multimodal infrastructure investments. Develop a set of standard communication resources to share and customize depending on the project.

C1

Continue to collaborate with regional partners to strengthen CTR

Trip Types	Potential Partners	Mode Shift Potential	Equity Impact
	WSDOT, King County Metro (KCM), Commute Seattle, Sound Transit		

Overview

SDOT will continue to collaborate with regional partners to maintain the strength, relevance, and expansive trajectory of the State CTR program as the region's flagship TDM program, including efforts to improve the survey, site onboarding, and data management. The following actions derive from the previous CTR Plan and allow for program improvement opportunities.

Rationale

By continuing to collaborate with WSDOT, KCM, and other regional partners, SDOT can continue to improve its flagship CTR program. Data collection and process review support the City's CTR program implementation, evaluation, and streamlining.

Actions

C1.1 (👁️ 💰💰) Continue to Improve CTR Data Insights for New Audiences

Review CTR mode split data and/or conduct additional data collection to identify opportunities to reach new audiences. (linked to 2019 CTR Plan, P.2)

Provide a better understanding of 'multi-leg trips' by working with partners to revise the CTR survey, which currently only asks about the mode choice for the longest leg of the commute. (linked to 2019 CTR Plan, PM.2.3)

Work with partners to explore the addition of one or more CTR survey questions to qualitatively assess the effectiveness of CTR programs and policies for employees. (linked to 2019 CTR Plan, PM.2.5)

C1.2 (👁️ 💰) Review Employment Data and Grow the Program

Conduct a biennial review of new employment data sources to identify newly established businesses for CTR outreach and identify relevant travel trends, continuing to grow the number of sites engaged through the program. (linked to 2019 CTR Plan, PM.3.1 and PM.5)

C1.3 (⊕ 💰💰) Support State Revised Code of Washington (RCW) Changes

Support and promote changes to the state RCW to allow for program expansion. Examine the opportunity to provide a statewide definition of TDM, of which CTR is one element. (linked to 2019 CTR Plan, PM.5.3)

- Explore opportunities to expand the definition (with WSDOT) of CTR-affected employees to include employees with off-peak commutes, flexible working patterns, and diverse tenure at site.
- With WSDOT and partners, work to clarify code (e.g. SMC 25.02.050B and/or RCW) to require that all trips be surveyed, and that all surveyed trips will be used to measure performance to align with current local program and state reporting practices. (linked to 2019 CTR Plan P.1.4)
- With WSDOT and partners, explore development of state definition of TDM for inclusion in RCW, illustrating that CTR is one type of TDM. As currently written in state code, CTR and TDM are equivalent. A broader definition would provide legislative background for development of other programs, beyond CTR.

C1

Continue to collaborate with regional partners to strengthen CTR

Trip Types	Potential Partners	Mode Shift Potential	Equity Impact
	WSDOT, King County Metro (KCM), Commute Seattle, Sound Transit		

Actions

C1.4 (+ \$\$\$\$) Benchmark and Report CTR Data

Provide benchmarking and data visualization via a customer-facing dashboard for key data points such as mode split, DAR, and VMT at city, network and industry levels.

C1.5 (+ \$\$\$\$) Share CTR Best Practices

Continue to lead events on an annual basis by network to discuss CTR results and provide an opportunity for property owners/managers and employers to share their best practices. Leverage and bolster SDOT's MyTrips program and its ETC relationships as a best practice and space for innovation.



Photo Credit: City of Seattle

C2

Develop relationships with local communities, prioritizing small businesses and BIPOC-led organizations, to identify opportunities to facilitate mode shift

Trip Types	Potential Partners	Mode Shift Potential	Equity Impact
	Community Based Organizations, Office of Economic Development, Department of Neighborhoods, Office of Labor Standards, SDOT Transit Access Programs, Commute Seattle	● ● ●	● ● ●

Overview

By leveraging existing SDOT workstreams and partnerships, there is an opportunity to expand the reach of TDM to vulnerable communities and create community-centric mode shift solutions that address current gaps in TDM programming. This will enable SDOT to better engage with multiple key audiences including BIPOC-owned businesses, and non-peak commuters like shift workers.

Rationale

As expressed through the TEF and STP, transportation options programming is a vital tool for supporting the mobility of vulnerable and historically marginalized communities, and thus contributing to their economic vitality. As the City already interfaces with many community groups via DON and OED, these channels may be leveraged to raise awareness about transportation options among businesses, community organizations, and their stakeholders.

Actions

C2.1 (+ \$\$\$) Build Relationships with Small & BIPOC-owned Businesses

Work with CS, OED, DON, and SDOT TAP to outline further steps that SDOT's TDM programs can take to build relationships with small and BIPOC-led organizations. With these partners, determine communications channels and venues for sharing information and building relationships. Ensure that building community relationships is included within at least one TO Group staff member's workplan.

C2.2 (++ \$\$\$\$) Develop Community-Based Organization Training and Resources

Work with relevant partners to expand training and audience-specific resource development for community-based organizations such as employment centers, neighborhood groups, BIPOC-led associations, and business improvement districts. Participate in cross-divisional collaboration on active transportation programs with a focus on engaging BIPOC communities. This strategy supports TEF tactics 36.3 and 31.6 as well as TDM capacity building through travel options training, including outreach and engagement tactics.

C2.3 (+ \$\$\$\$) Develop Solutions for Off-Peak Commuters

Organize focus groups and other engagement venues to identify potential solutions (pilots, products, campaigns, new services) for those who commute off-peak, like shift workers, and implement identified solutions. Stakeholders include the Transportation Equity Workgroup (TEW), businesses, community-based organizations, stadium vendors, and other groups that interact with shift workers.

C3

Collaborate with local and regional partners to enable small businesses to access transportation options support

Trip Types	Potential Partners	Mode Shift Potential	Equity Impact
	Office of Economic Development, King County Metro, Business Improvement Areas, Chambers, Commute Seattle	● ● ●	● ● ●

Overview

SDOT will continue to develop partnerships to enable small businesses to access subsidies and receive administrative support related to transportation benefits.

Rationale

Businesses with 20 or more employees worldwide are required to comply with the Commuter Benefit Ordinance by providing monthly pre-tax payroll deductions for transit or vanpool expenses. While the ORCA Passport is another effective strategy to satisfy this requirement, many small businesses that are not affected by the CBO either do not have the resources to manage their own ORCA accounts or are ineligible to participate in ORCA Passport due to their small headcount. There is opportunity to expand CTR-like programming and current ORCA offerings to bolster small-business specific resources and further support non-drive alone commutes to more sites.

Actions

C3.1 (+ \$\$\$\$) Explore ORCA Administration Opportunities

Continue ongoing coordination with KCM and ORCA stakeholders to explore partnership opportunities for third-party benefits administrators (e.g., SDOT, TMAs, Chambers, BIAs) to purchase ORCA passes or fund subsidies for small, BIPOC-owned, and/or immigrant-owned businesses.

C3.2 (+ \$\$\$\$) Partner with Business Improvement Areas

Liaise with the City's Business Improvement Area (BIA) Advocate(s) to identify potential opportunities for BIAs to use their district funds to expand TDM services/programs for small businesses.

C3.3 (+ \$\$\$\$) Collaborate to Engage Small Businesses



Leveraging the partnerships described in C2.1, develop a communications campaign focused on small businesses, based on the successes of the CTR program (broad awareness of transportation options, offering consultations, voluntary site visits, etc.). Partner with a business-oriented organization such as Commute Seattle to provide resources for small businesses under the model of a one-stop-shop for commuter mobility. Support TEF Tactic 16.1: engaging with local BIPOC owned businesses to determine how SDOT can support their employee's transit and transportation needs for commuting.



Photo credit: Commute Seattle

CM1

Develop a broad TDM communications brand

Trip Types	Potential Partners	Mode Shift Potential	Equity Impact
	SDOT Communications, Partner Communications Groups		

Overview

The *Flip Your Trip* brand and ‘Sal the Salmon’ were effectively employed to promote TDM alternatives on specific campaigns, such as those implemented during the West Seattle High Bridge closure in 2021. Developing the *Flip Your Trip* brand as the home of SDOT’s regular TDM communications will ensure consistent messaging and marketing of TDM initiatives, as well as allow for the expansion of the program to other citywide initiatives. This strategy has the potential to reach new and diverse audiences, who may be less engaged in SDOT’s other agency communications.

Rationale

SDOT TDM messaging is currently limited in scope, audience, and cadence.

While *Flip Your Trip* is a beloved brand, it has only been used for specific time-bound or geographically limited campaigns. A Flip Your Trip brand expansion can provide SDOT a regular, consistent TDM communications pathway that is familiar to residents and commuters.

Actions

CM1.1 (👁️ 💰💰💰💰) Adopt Flip Your Trip Branding for Public-Facing TDM Programs

Adopt and expand *Flip Your Trip* as SDOT’s public-facing brand for regular, ongoing communications across all TDM programs. Leverage transit agency and shared mobility apps and other relevant tools to highlight rewards and incentives using *Flip Your Trip* branding. Define the role, voice, and intent of *Flip Your Trip* as a brand for SDOT, separate from other SDOT brands / platforms.

CM1.2 (👁️ 💰💰💰💰) Develop a Social Media Strategy

Develop a coordinated social media strategy across multiple platforms such as Facebook, Twitter, Instagram, TikTok, and YouTube using the *Flip Your Trip* brand. This should seek to establish consistent communication between individual campaigns, ensuring an ongoing touchpoint for all audiences. (linked to 2019 CTR Plan, PE.2.4)



Photo credit: City of Seattle

CM2

Develop tailored transportation options resources for new and expanded audiences

Trip Types	Potential Partners	Mode Shift Potential	Equity Impact
       	SDOT Communications and partner communications groups, Commute Seattle, Visit Seattle, Community Based Organizations	  	  

Overview

Since transportation needs vary by communities and audiences, SDOT will develop TDM resources that are context-specific, available in multiple languages, and are shared through the most appropriate means.

Rationale

SDOT does not currently have a full suite of tailored TDM resources that are audience-specific and focused on locally available transportation network. For example, many visitors are unfamiliar with the transit system in Seattle and may default to driving or using TNCs. Those who live in areas with less transit connectivity or who travel off-peak need specific resources to help them access new or multimodal resources. Customized communications can make information easily accessible and actionable by Seattle's multifaceted traveling audience.

Actions

CM2.1 (🔍 💰💰💰) Update and Customize SDOT TDM Resources

Update existing transportation options/TDM resources relevant for the general public and develop new ones as programs are expanded and initiated to ensure contents are audience-tailored, accessible (trans-created in various media) and easy to share. Highlight the value to audiences and include success stories. Continue to develop relationships where SDOT staff can learn directly from compensated community groups and community members regarding what resonates with and best supports vulnerable communities.

CM2.2 (⚡ 💰💰💰) Expand Key Partner Marketing and Cross Promotion

Develop resources for key partners to share within their networks. For example, resources shared with tourism organizations can promote transportation options information to their patrons. (e.g., Port of Seattle's Cruise Passenger Info, Hotel TV 'local' channel and concierge, Visit Seattle website and/ or Tourism Ambassador Program). Similarly, partner with peers at KCM and ST to promote regional transit expansion and accompanying TDM programs.

CM2.3 (⚡💰💰💰💰) Develop Train the Trainer for Key Audiences

Coordinate with a partner like Commute Seattle to develop a Train the Trainer program for key audiences; One prime example is a program for reception/ hospitality staff on transportation options (e.g., ETC training for hospitality staff).

CM2.4 (⚡💰) Develop Resources to Promote New and Emerging Mobility Options

Provide information regarding new and emerging mobility including shared mobility options (shared micromobility, car share, ride share) and new technology (including commute management platforms or trip planning applications). Collaborate with SDOT's New Mobility team to determine the best ways to promote these options, and with other partners such as Commute Seattle to develop audience specific resources for ETCs, BTCs, and the broader commuting public.

CM3

Develop standardized resources for TMP implementers

Trip Types	Potential Partners	Mode Shift Potential	Equity Impact
	SDOT/Business Improvement Areas, King County Metro, Seattle 2030 District, Commute Seattle		

Overview

SDOT will build on the existing TMP resources—like the Property Toolkit resource for TMP sites—to support TDM strategies for residents, commuters, and event attendees. Making data available to property owners/managers about their non-drive alone performance is key for program benchmarking. Though this data is already available, there is an opportunity to better promote and/or simplify the information so it may be more accessible, and therefore better used to influence TDM initiatives.

Rationale

Current residential properties and major venue TMP resources are not consistent or well defined. There is an opportunity for SDOT to provide more guidance at the start of the TMP process about how to interpret the Director's Rule requirements and which strategies to select. For example, the existing Property Toolkit guidance document is downtown-centric and limited to certain strategies. This may be expanded for greater clarity and impact.

Actions

CM3.1 (+ \$ \$) Support and Standardize TDM Best Practices for Event Venues

Standardize and package suggested TDM strategies for Seattle venues/stadiums/major event organizers to implement, such as basic transit tips and information, trip planning assistance, discounted/free transit passes, integrated fare purchases (via app or ticket booths), and real-time transit information displays to support event attendees and staff. Support information sharing among venues to develop best practices and shared lessons learned, including significant innovation and collaboration during large events like Major League Baseball All Stars and FIFA World Cup.

CM3.2 (+ \$ \$) Develop a Residential Property Toolkit

Refresh the *Property Toolkit* to create a residential TMP-oriented resource guide for property owners or developers, including making the connection with LEED and/or Fitwell certification.

CM3.3 (+ \$ \$) Facilitate benchmarking and sharing of best practices among TMP-affected properties

Making data available to property owners/managers about their non-drive alone performance is key for program benchmarking. Though this data is available, there is an opportunity to better promote and/or simplify the information so it may be more accessible, and therefore better used to influence TDM initiatives. Additionally, continue to lead events on an annual basis by network to discuss TMP/CTR results and provide an opportunity for property owners/managers and employers to share their best practices.

CM4

Promote awareness and use of CTR Tax Credit and Commuter Benefit Ordinance (CBO) among smaller businesses

Trip Types	Potential Partners	Mode Shift Potential	Equity Impact
	Office of Labor Standards, Commute Seattle, Office of Economic Development		

Overview

SDOT will promote and provide CTR and Commuter Benefit Ordinance (CBO) program communications and outreach support to businesses, especially small to midsize businesses, in alignment with Office of Labor Standards (OLS) and the State's CTR Tax Credit program.

Rationale

The State CTR Tax Credit and Seattle's CBO offer tax benefits to employers and employees for commuting by sustainable travel modes. However, due to the challenge of navigating pre-tax benefits and limited awareness among smaller businesses, many businesses are not leveraging these benefits. SDOT can inform and advise by providing technical and marketing resources to small businesses to support compliance with state tax credits and local pre-tax requirements.

Actions

CM4.1 (👁️ 💰💰💰) Expand Commuter Benefit Ordinance Marketing

Provide additional communications, outreach, and technical support in alignment with the Office of Labor Standards (OLS) to broaden awareness of the CBO. Leverage the ordinance to ensure additional populations have access to pre-tax commuter benefits, including employees of smaller businesses and lower-wage workers.

CM4.2 (👁️ 💰) Develop CTR Tax Credit Marketing Materials




Bolster marketing of, and technical assistance for, the State's CTR Tax Credit program leveraging and expanding upon existing communication channels with Commute Seattle.



Photo Credit: City of Seattle

P1

Develop TDM efforts in schools

Trip Types	Potential Partners	Mode Shift Potential	Equity Impact
	Seattle area schools and pre-schools, Commute Seattle, King County Metro, SDOT Safe Routes to School (SRTS)		

Overview

With additional resources, SDOT can promote more climate friendly trips for the multiple populations intersecting with schools and pre-schools: teachers and staff, and students and parents, each with different travel needs. This work could begin by collaborating with Safe Routes to Schools (SRTS) and other existing programs to develop and share transportation resources; and scale up to develop the development of a pilot TDM Program at an individual school site, including identifying appropriate transportation options and developing a marketing strategy. While SDOT could lead the development of the first TDM Program, the goal would be for the school district to replicate efforts at other sites and align with SRTS programming. The resources can also be shared out to private schools.

Rationale

Most K-12 schools are not CTR- or TMP affected and do not have the capacity to develop robust voluntary TDM programs. Therefore, access to transportation options programming is often lacking for staff.

Furthermore, from Commute Seattle survey data, we know that [parents have a 20% higher drive alone](#) to work rate. Also from [PSRC data](#) we know that women's travel behaviors are different than men's, largely because of caregiving duties.

Actions

P1.1 (+) (\$\$) Promote Travel Options for School Employees

Provide transportation options marketing support to both public and private schools to encourage employee use of transit/carpool/biking to work. Leverage existing curricula and communications from partners such as SRTS and KCM.

P1.2 (+) (\$\$\$\$) Pilot School TDM Plan

Pilot TDM program development at one school, that can potentially scale up to more/all schools. Work with partners to determine a feasible model for providing ORCA to school staff.

P1.3 (+) (\$\$) Promote Transit Resources for SRTS

Liaise with SDOT's SRTS Coordinator to share transit resources (including Youth Ride Free) to parents and students, particularly at middle and high schools, via existing communication channels such as student first-day packets, Seattle Public Schools website, and school news briefs/ newsletters and email updates.

Cross-promote KCM programs by leveraging materials developed for use for schools around the county to expand regional initiatives and provide more ground-support to Seattle schools.

P1.4 (+) (\$\$\$\$) Develop a Marketing Campaign at Schools

Develop an age-appropriate marketing campaign for school trips that focuses on the benefits of different transit trips (e.g., families taking transit together, friends traveling together), potentially via [Flip Your Trip](#), CM1.

P2

Strengthen TMP programs and clarify enforcement and applicability

Trip Types	Potential Partners	Mode Shift Potential	Equity Impact
	Seattle Department of Construction & Inspections	● ● ●	● ● ●

Overview

By broadening TMP applicability to a wider range of developments, SDOT can expand TDM support beyond the primarily downtown commuter audience where most TMPs are currently concentrated. In addition, better guidance related to program updates, strategy selection, and enforcement will allow for more consistent and effective TMP program implementation.

Rationale

Due to the thresholds set in the Seattle Municipal Code and defined during the SEPA process, current TMP regulations mostly apply to a select subset of commercial properties. Complex thresholds and internal processes present challenges in ensuring all qualifying buildings undergo the development of a TMP.

As TMPs are approved at entitlement stage, there is limited ability for SDOT to apply updated targets and requirements to existing TMP sites; therefore, defining expectations for monitoring and review would benefit the program.

Actions

P2.1 (👁️ 💰) Explore potential for flexibility within TMPs

Further investigate ways to enable TMP targets to adjust over time to current context, thus allowing them to be updated periodically instead of remaining static. This may entail renewal requirements, 'sunset' triggers, or other mechanisms allowing for more flexibility.

P2.2 (⚡ 💰💰💰) Expand TMPs' Applicability

Explore the ability to expand, streamline, and simplify which projects require a TMP, including how to incorporate more residential properties. Streamline processes and define goals including expectations for SDOT review.

P2.3 (⚡ 💰💰💰💰) Conduct TMP Audits




Conduct regular enforcement audits of TMPs, especially as it relates to meeting targets and implementing strategies as agreed upon in the TMP.



Photo credit: Sightline Institutes

P3

Identify funding sources and opportunities to encourage the adoption of new and shared mobility

Trip Types	Potential Partners	Mode Shift Potential	Equity Impact
	WSDOT, SDOT Shared Mobility, SDOT Curb Space, Office of Economic Development		

Overview

SDOT works with partners to support access to shared mobility services, such as carshare, bikeshare, and scootershare. WSDOT's upcoming e-bike funding and incentive program presents an opportunity to promote a state-wide program, support partners in applying for e-bike funds and explore complementary programming to further e-bike adoption. In addition, the City's MyTrips program could also include this for its own employees.

Rationale

SDOT's 2021 Non-Commute Survey Report revealed that:

1. Outside of commuting, most residents traveled for shopping, social/recreational, errands, and food/drinks.
2. Three out of every four non-commute trips last 15-30 mins, each way.

These results indicate the need for new transportation options that can support short neighborhood trips.

Actions

P3.1 (👁️ 💰💰💰) Promote E-Bike Incentive Program(s)

Work with WSDOT to promote their e-bike incentive program and lending library as commute and non-commute options. Continue to lead by example by encouraging e-bike use for city fleet purposes and for employee commutes via the MyTrips program.

P3.2 (⚡️ 💰💰💰💰) Support Cargo E-Bike Pilot(s)

Determine a path for working with one or both of the Cargo E-Bike Pilot teams from OED and Curbspace to identify and support a pilot at a TMP site or local BIA in instituting a cargo e-bike delivery program with the aim of encouraging zero-emissions deliveries.

P3.3 (⚡️ ⚡️ 💰💰💰) Support Adoption of New and Shared Transportation Options

Act as a liaison to major trip generators (Major Institutions, TMPs, Employers, large venue) to accommodate and promote new and shared mobility. Includes coordination on parking and geofences for shared scooters, bikes, and TNCs; development of TDM focused site strategies for electric and shared mobility. Work between TDM and New Mobility staff to coordinate and promote programs that cross promote transit and shared mobility, providing first / last mile connections and leveraging development of mobility hubs.

P4

Encourage new residents to explore their mobility options by creating a *New Movers* program

Trip Types	Potential Partners	Mode Shift Potential	Equity Impact
	King County Metro, Department of Neighborhoods, Seattle Transit Access Programs, Commute Seattle		

Overview

Disruptions in daily routines, such as moving or changing jobs, are opportune times for TDM intervention. To support new residents to Seattle or those relocating to a new part of the city, a New Movers campaign will provide useful transportation information as new residents settle into new routines—and avoid a default to driving and car ownership and reliance.

Rationale

SDOT currently has no broad “origin-focused” TDM effort, and has learned from other cities including nearby Portland the potential for reaching key residential populations. With hybrid work schedules and increases in non-work trips in the Seattle region, it will be important for SDOT to encourage the use of alternative transportation options for residential-origin trips.

Actions

P4.1 (+ \$\$\$\$) Develop a New Movers Program




Create a *New Movers* program and leverage the Flip Your Trip brand (CM.1) to promote transit, ORCA card options including low-income, and mobility services, in coordination with Commute Seattle, DON, KCM, and other stakeholder organizations.



Photo credit: City of Seattle

P5

Encourage and expand the use of transit among visitors

Trip Types	Potential Partners	Mode Shift Potential	Equity Impact
	Office of Economic Development Visit Seattle, King County Metro, Port of Seattle, App providers		

Overview

To encourage visitors to use non-drive alone transportation options while visiting the city, SDOT will work with major venues, airports, ports, and other tourism centers to provide resources and incentives for transit use.

Rationale

Outside of stadiums and major event centers, local visitors are a relatively untapped audience for SDOT. While some transit information is available, it is inconsistently provided and sometimes difficult to find.

This is an opportunity for SDOT to work with the hospitality industry to provide transportation options information and encourage the use of transit to get around the city.

Actions

P5.1 (+) (\$\$) Inform and Incentivize Visitors to Take Transit

In addition to resources developed under Action CM 2.2, coordinate with KCM and partners such as Visit Seattle to develop products and programs enabling transit incentives or discounts for visitors that may be promoted with CityPass or other related channels.

P5.2 (+) (\$\$) Promote Transit Technology for Visitors

Initiate and continue discussions with partners to encourage the use of, and integration with, products like Transit GO Tickets into venue/ visitor apps and ticketing technology. Integrate with and promote out information on how tourists can access shared mobility/micromobility options as well.

P5.3 (+) (\$\$\$\$) Leverage the Downtown Activation Plan and Resources

Align with the City's [Downtown Activation Plan](#) by leveraging related initiatives to support sustainable trip-making and activating downtown neighborhoods post-pandemic. This should include coordinated communications and exploring new programs and partnerships such as a "Park Once" or "Park-N-Ride" program to encourage access to regional transit.

05

Implementation Plan

This chapter describes how the TDM Programs Strategic Plan will be implemented, including tracking performance and funding.

As this plan will expand SDOT's current work of managing the CTR and TMP programs to create new partnerships and programs to serve more audiences, the implementation framework was developed around the team's current and potential future capacity and resourcing. This is reflected in the phasing of actions as well as financial plan. **Note that the ability to complete the actions as framed within this plan is contingent on ability to leverage current and attain additional staffing capacity and resources over the next 5 years and beyond.**

While this plan provides a high-level overview of SDOT's work for the next five years, the actions that should be taken within the first year are outlined in the short-term Action Plan for 2024-2025 in this section.

Key Performance Indicators

The Key Performance Indicators (KPIs) are organized into the following categories and include a combination of output metrics (e.g., number of events hosted) as well as outcome metrics (e.g., mode share). Because the Plan includes a variety of strategies aimed at reaching different stakeholders, the categories consider SDOT's reach to partners and to individual travelers.

- **Impact** – impact of the action related to program goals (see Chapter 3)
- **Awareness** – awareness of transportation options
- **Participation** – participation in events, challenges, and programs

Table 3 provides a summary of the types of KPIs which will be tracked to measure progress at the action level. Refer to Attachment 2 - Strategic Plan Actions Table for the specific metrics and evaluation frequency for each strategy action.

Table 3: Summary of KPIs

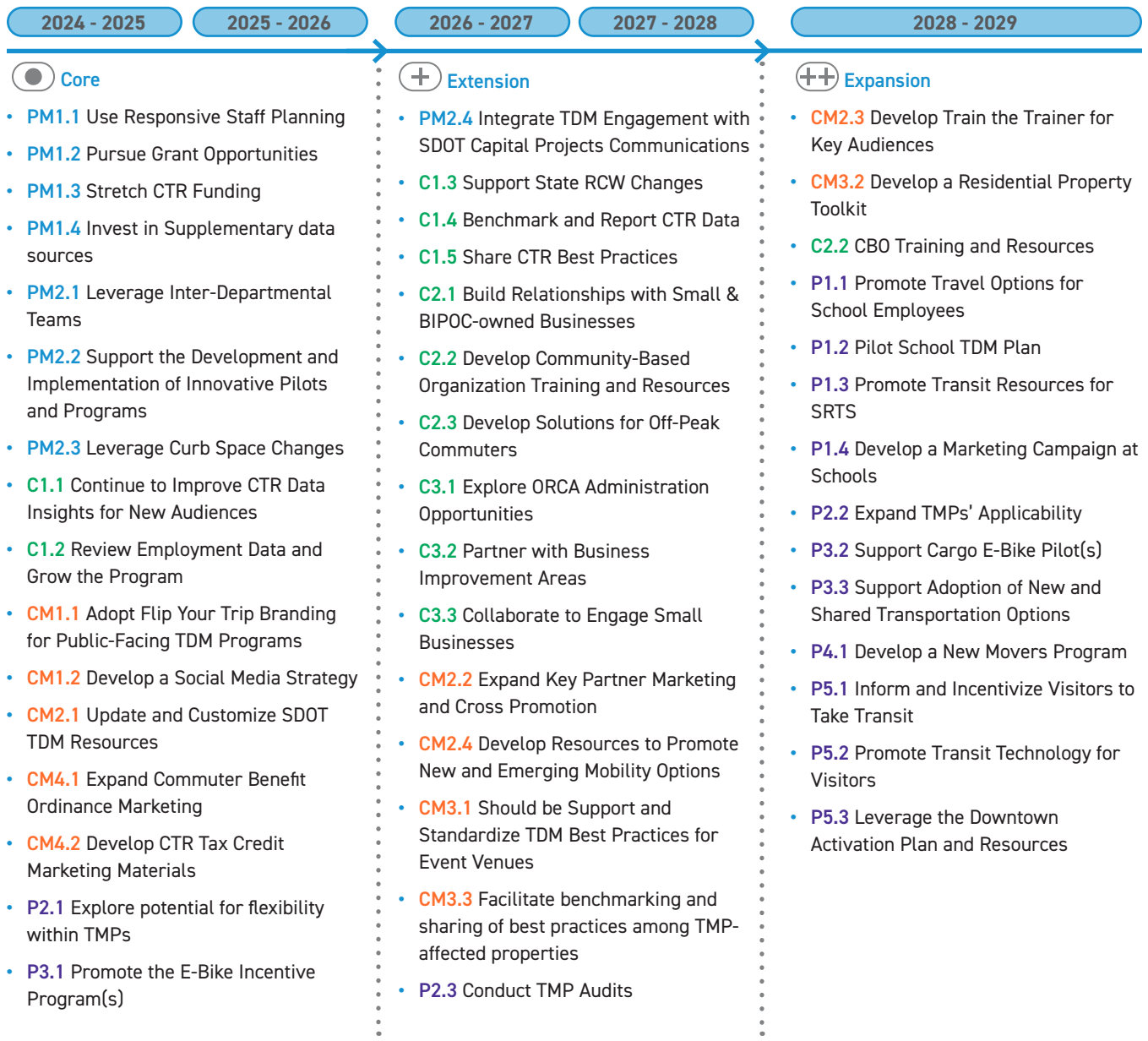
Metrics	Desired Trend	Data Source
Impact		
Vehicle Miles Traveled (total, work, non-work)	Decrease	CTR survey / Replica
Drive Alone Rate (total, work, non-work)	Decrease	CTR survey / Replica
Greenhouse gas emissions (total, work, non-work)	Net zero by 2050	CTR survey / Replica
Non-Drive Alone Rate Mode split (total, work, non-work)	Increase	CTR survey /Regional Household Travel Survey / Replica
Trip types served	Increase	SDOT
Awareness		
Individuals reached	Increase	Website analytics
Social media interactions (e.g. ad reach)	Increase	Social media
Website hits	Increase	Website analytics
Number of organizations engaged (as partner or recipient of a program)	Increase	SDOT/Partner Database
Participation		
Number of CTR-affected sites	Increase	CTR program
Number of voluntary sites	Increase	CTR program
Number of CBO sites / inquiries	Increase	ORCA Enrollment, OLS engagement
Number of TMP sites & engagement	Increase	TMP reports
Enrollment in ORCA business products	Increase	ORCA Enrollment
Number of transit trips (per specific segment or campaign)	Increase	ORCA or Transit GO use

Implementation Timeline

To assist in the delivery of the Plan, the implementation timeline was determined at the action level based on priority, as established in Chapter 4, and grouped the actions into Program Packages:

- **Core:** Actions that directly support broader City goals and immediate SDOT priorities with secured funding.
- **Extension:** Actions that build on core strategies to cover additional trip types and may be funded through existing sources.
- **Expansion:** Targeted actions that allow for new program development and implementation. These actions are currently unfunded and require additional funding sources.

Implementation will be subject to staffing and funding availability and strategies may be refined over time as priorities, timescales, and partnerships evolve.



2024-2025 Action Plan

To kick off initial implementation, this Action Plan was developed to lay out the first recommended actions of the plan.

Q4 2024 –Preparation for 2025

Quarter 4 of 2024 will be focused on preparations to kick off implementation of the Plan in 2025. Actions include:

- **PM 1.1 Use Responsive Staff Planning:** review staff roles and responsibilities, securing additional staffing support (temporary and full-time) to support program expansion.
- **PM 2.1 Leverage Inter-Departmental Teams:** share the Strategic Plan with internal and external partners to initiate discussions regarding partnership opportunities and next steps.

Q1 2025 – Strengthen internal processes and refresh existing conditions

In addition to ongoing management of existing programs, the focus of Quarter 1 will be to set up the SDOT team for Plan implementation, including confirming sufficient staffing and reviewing available data. Actions include:

Program Management and Coordination

- **PM 1.2 Pursue Grant Opportunities:** Develop a tracking system to identify and follow potential grant opportunities. Based on known 'must-apply' grant opportunities, define application targets per person and identify staff capacity each quarter for this effort.
- **PM 1.3 Stretch CTR Funding:** Discuss opportunities to stretch CTR funding, for program elements implemented in current biennium and the next.

Review Existing and Determine Needed Data

- **PM1.4 Invest in Supplementary Data Sources:** Begin identifying new data sources and discussing how they can be incorporated into SDOT's planning process.
- **C1.1 Continue to Improve CTR Data Insights for New Audiences:** Review the most recent CTR data to identify new trends and audiences for support.
- **C1.2 Review Employment Data and Grow the Program:** confirm a list of other employment data sources, such as business license data, to identify new employers affected by the CTR or Commuter Benefit Ordinance.

Q2 2025 – Communications Planning

This quarter will be good timing to strengthen communications and brand and social media strategy. Actions to include:

- **CM 1.1 Adopt Flip Your Trip Branding for Public-Facing TDM Programs:** Begin work with SDOT's Communications team and other IDT teams to explore the adoption of the Flip Your Trip brand SDOT efforts. This will be an ongoing effort to develop the messaging, content, and administration of the program.
- **CM 1.2 Develop a Social Media Strategy:** in tandem with CM 1.1, initiate discussions with the Communications team to develop a social media strategy for the Flip Your Trip program, including a coordinated launch campaign.

Q3 2025 – Intra- and Interdepartmental (IDT) Collaboration

By Q3, the team can shift to focus on further collaboration within SDOT staff on new initiatives. This includes:

- **PM2.2 Support the Development and Implementation of Innovative Pilots and Programs:** Connect with the Shared Mobility team and agree on a regular meeting cadence to support the development and marketing of the Mobility Wallet and Transit GO Rewards program.
- **PM 2.3 Leverage Curb Space Changes:** similarly, connect with the Curb Space Management Group and agree on a regular meeting cadence to identify opportunities to collaborate around curb space availability and sustainable transportation options. This may also include facilitating partnerships with major developers/employers to pilot innovative parking management tools and programs.

Q4 2025 – Develop New Partnerships

This quarter will be the culmination of the efforts to prepare SDOT to start engaging with external partners to identify partnership opportunities and promote its programs via communications and collateral.

- **CM 4.1 Expand Commuter Benefit Ordinance Marketing:**
Begin more broadly raising awareness of the CBO program and offering support.
- **CM 4.2 Develop CTR Tax Credit Marketing Materials:**
Promote technical support for Washington's CTR Tax credit to eligible employers, incorporate into Commute Seattle's workplan for the following year.
- **P 3.1 Promote the E-Bike Incentive Program(s):**
Promote e-bike incentive programs, when available.
- **P 2.1 Explore potential for flexibility within TMPs:** as new TMPs are submitted, investigate mechanisms for more flexibility in defining TMP goals and requirements over time, through possible renewal requirements or 'sunset' process triggers. Work with SDCI to setup a process for updating program elements if a building is not meeting targets.

SUMMARY

Efforts in Year 1 will be dedicated to organizing internal processes and strengthening existing programs. Thereafter, SDOT will be able to mobilize to expand engagement to external partners to serve new audiences and introduce new programs to promote the use of sustainable transportation options throughout the city.



Photo Credit: City of Seattle

Glossary

- **Building Transportation Coordinator (BTC):** Designated employee at a TMP site whose responsibilities includes leading the building's TDM efforts, conducting periodic surveys of TMP effectiveness, and submitting a TMP report as required by the City at least once every two years.
- **Business Improvement Area (BIA):** Funding mechanism for business district revitalization and management. Local stakeholders oversee and fund the maintenance, improvement, and promotion of their commercial district.
- **Climate Change Response Framework (CCRF):** Guiding document, published October 2023, that lays out SDOT's vision for reducing transportation emissions, by making it easier, safer, and more welcoming for people to walk, bike, and take transit.
- **Commute Seattle (CS):** TMA providing commute support to downtown businesses. Since 2013, SDOT has contracted with Commute Seattle to assist with implementation of the CTR and TMP programs across Seattle as well as general TDM support.
- **Commute Trip Reduction (CTR):** A Washington State law, local Seattle ordinance, and the Transportation Options team's flagship program, that requires employers with 100 or more employees who report to work at a single site between 6 and 9AM on weekdays to make a 'good faith effort' in reducing drive-alone trips and satisfy compliance.
- **CTR-Affected:** An employer with 100 or more employees and therefore, must comply with the CTR Law.
- **Commuter Benefit Ordinance (CBO):** Ordinance that requires non-tax-exempt employers with 20 or more employees worldwide to allow covered employees to make a monthly pre-tax payroll deduction for transit or vanpool expenses.
- **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 receives CMAQ funds for TDM support.
- **Department of Neighborhoods (DON):** City of Seattle department devoted to providing resources and opportunities for community members to build strong communities and improve their quality of life.
- **Seattle Department of Transportation (SDOT):** City of Seattle Department of Transportation has a mission to deliver a transportation system that provides safe and affordable access to places and opportunities.
- **Drive Alone Rate (DAR):** The percentage of trips that are drive-alone trips.
- **Employee Transportation Coordinator (ETC):** Designated 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.
- **Goods movement:** the distribution of freight from the point of production to consumption by various modes, including rail, truck, air, and boat.
- **Intradepartmental team (IDT):** A regularly occurring cadence to meet across teams from different departments within the City of Seattle.
- **King County Metro (KCM):** King County Metro is the public transit authority of King County, Washington.
- **Multimodal trip:** Travel or a trip that involves more than one mode of transportation (e.g., a trip that includes travel by bus and by light rail).
- **Mode share:** The percentage of trips made per mode of transportation.
- **Office of Economic Development (OED):** City of Seattle department with a mission of building an inclusive economy in the City of Seattle.
- **Office of Labor Standards (OLS):** City of Seattle department mandated to implement the City's labor standards for the Commuter Benefit Ordinance and other City laws.
- **ORCA:** The transit payment card by King County Metro to get around in the Puget Sound region. ORCA is an acronym that stands for One Regional Card for All.

- **Rideshare Tax Credit:** Also known as the CTR Tax Credit, this Washington State program incentivizes employers to invest in public transit passes, vanpool, and multimodal travel support such as bike incentives by allowing them to recover some of the cost as a credit on their State Business & Occupation (B&O) or public utility tax (PUT) : up to half the amount an employer subsidizes for each employee, up to \$60 per employee per year or a total of \$100,000 in any calendar year.
- **Seattle Department of Construction & Inspections (SDCI):** City of Seattle department that issues land use, construction, and trade permits, conducts construction, and housing-related inspections, ensures compliance with our codes, and regulates rental rules.
- **Seattle Public Schools (SPS):** Public school district that serves almost all of Seattle and some sections of Boulevard Park and Tukwila.
- **Seattle Transportation Plan (STP):** Seattle's guiding transportation plan, adopted April 2024 with a 20-year vision for the future of Seattle's streets, sidewalks, and public spaces.
- **Single Occupancy Vehicles (SOV):** Vehicle occupied by single-person/driver and no other passengers. TNC and taxi rides with just one passenger are included in the CTR definition of SOV/DAR trips.
- **Transportation Demand Management (TDM):** Refers to efforts including incentives, education, and policies to decrease reliance of single occupancy vehicle trips by supporting transit, ridesharing, active transportation, and alternative work schedules.
- **Transportation Equity Framework (TEF):** Guiding document, published April 2022, for SDOT that aims to advance equity within SDOT's policies, programs, and projects that impact underserved and marginalized communities.
- **Transportation Management Association/Organization (TMA/O):** Organizations that serve an important role in TDM efforts, acting as the operational arms responsible for outreach, marketing, advocacy, and initiating new strategies.
- **Transportation Management Programs (TMP):** A Master Use Permit requirement on certain private developments to mitigate traffic congestion and parking impacts by reducing drive-alone automobile and motorcycle trips.
- **Washington Department of Transportation (WSDOT):** The transportation infrastructure and development agency of the State of Washington.
- **Vehicle Miles Traveled (VMT):** The sum of miles traveled by a vehicle or an individual over a period of time.



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