Seattle Department of Transportation (SDOT)

Commute Trip Reduction Alternate Plan
4 - Year Report

January 18, 2017

Introduction

In 2013, the Washington State CTR Board approved Seattle's Commute Trip Reduction (CTR) Alternate Plan, giving the City new flexibility to experiment with and implement new, innovative strategies with the goal of achieving greater reductions in Drive Alone Rate (DAR). This report summarizes the results of Seattle's Alternate Plan over the past 4 years – what programming was delivered, how it was received, and what performance was achieved.

Seattle's CTR Alternate Plan is a performance-based plan aimed at reducing the city's DAR by building on existing successes, leveraging other City investments, and implementing new interventions. The program provides business-to-business, customer-centric services to all CTR-affected companies. Many services are also available to all employers and property managers in the Center City regardless of CTR status. The expanded consultative programming provided through our partnership with Commute Seattle changes the program focus from regulatory compliance to providing a value-added benefit employers can offer to their employees. This includes a more robust professional development series to address communications, technical skills, and working with service providers and vendors. The Alternate Plan refocuses our CTR program from being solely a regulatory requirement for large employers into a program delivering high value services that support employers in achieving their trip reduction and business goals.

WSDOT's flexible framework is a big part of the success of our Alternate Plan. Setting location-specific goals and identifying strategies tailored to Seattle's diverse geographies, and their individual infrastructure and travel options, makes the program relevant to the wide array of worksites throughout the city. One-on-one consultations with CTR-affected companies has showed employee transportation coordinators (ETC) how different programming options could benefit them, their company, and its employees. Through the flexibility provided in the plan, we have been able to implement strategies that support working with new markets, including small employers, property managers, and multifamily residences. We also delivered special programs to leverage observed changes in commute mode (walk to work programs, bike commuting, rideshare use, and telework). These strategies create a more holistic programming approach and increase our influence and reach within the larger travel market. Further, the targeted, tiered consultative structure focused time and resources on those worksites showing the most potential for progress (generally those lagging behind their peers within the same geographical area). As prioritized worksites made progress, we shifted to others.

This report reflects the preliminary (and incomplete[1]) results of the 2015-2016 commute survey cycle and represents a performance milestone since new programming began in 2013. Since our plan goals were set for 2017, our final assessment of the Alternate Plan will not be fully completed until results of the 2017/2018 survey cycle, including both the next CTR Commuter Survey cycle and next Center City Mode Split Survey.

The goal of the CTR program is consistent with the goals and objectives of the City's Move Seattle, Comprehensive Plan, SDOT's modal plans, and Climate Action plans. In March 2015, Mayor Murray announced the City's ten-year strategic vision for transportation (Move Seattle). Move Seattle provides a holistic transportation approach, linked to land use that integrates the City's modal plans (bicycle, pedestrian, transit, and freight plans). A key element of Move Seattle is increasing access to tools that

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[1] This report uses WSDOT processed data received in January 2017. This dataset does not yet include the University of Washington sites, which will provide their data in February 2017. It does include several sites with statistically significant but less than 50% survey response rate, a new policy as of 2016. The data may provide slightly different figures for previous years due to data refinement since our previous reports. In addition, data from Commute Seattle's 2016 Center City Modesplit Survey was not yet available at the time of submission. This data is also anticipated February 2017.

give residents and commuters an easy to use, reliable transportation system that provides the options they want when they need them. Seattle's Alternate Plan works with both employers and some multifamily residential property owners to increase access to transportation options and reduce reliance on the personal vehicle. Seattle's Climate Action plan sets the goal of reducing greenhouse gas (GHG) emissions by 91% in the City by 2050. The Climate Action plan identifies passenger vehicle emissions as the largest contributor to Seattle's GHG emissions. The Alternate Plan encourages the use of travel options that eliminate or lower vehicle miles traveled (VMT), and thus reduce the climate impact of Seattle's transportation system.

Strategic Approach

Targeted goals and focused programming

SDOT focused on customized strategies for reducing DAR within eight different geographic areas within the city called "networks" – areas defined by historic transportation patterns, existing and proposed transportation investments, and current access to travel options. SDOT assigned each of these networks a goal DAR; achieved together, these will bring the city to its goal of a 10% DAR reduction citywide in 2017 from the 2011/2012 baseline (set in 2013). Assigning network goals rather than a single citywide target establishes a metric more closely matched to what can be realistically achieved in each area of the city given available transportation infrastructure and services. Worksite Employee Transportation Coordinators (ETCs) can relate to these goals as realistic and attainable benchmarks, and compare themselves better with their closest peers within the same network.

Citywide services

SDOT and its partners provided programming and consultations citywide. At the close of four years, all CTR-affected companies in the city were engaged – a significant undertaking since we began with a number of unresponsive sites. Through our programming, we encouraged and assisted participants to build their commuter programs by considering elements such as:

- Providing new employees with commute information and trip planning assistance
- Providing commute information easily visible to visitors and employees, such as installing a transit screen near entrances or using other real-time information technologies
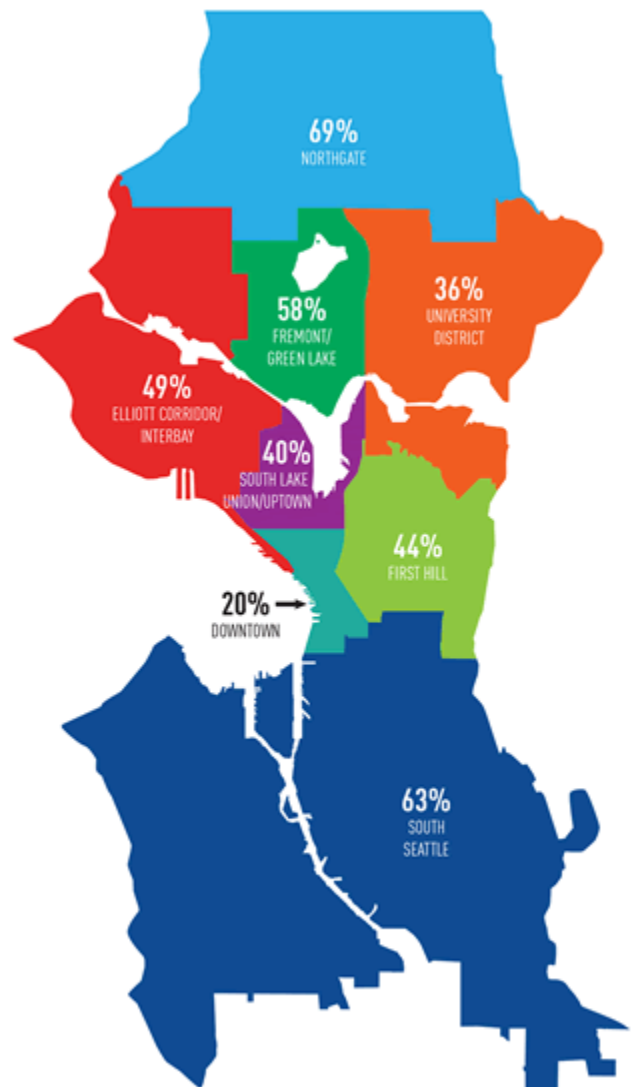
Seattle's CTR Networks and their assigned Drive Alone Rate (DAR) targets

- Contracting with ORCA to provide subsidized transit passes to employees
- Improving ride matching (such as RideshareOnline) through social networking at companies
- Supporting vanpool at worksites through discounted parking and / or subsidized use through ORCA business programs
- Embracing new infrastructure nearby such as additional transit service hours, the First Hill Streetcar, additional protected bicycle lanes, LINK Light Rail extension, etc.
- Providing a bicycle program and other support for increasing active transportation
- Embracing emerging / developing technologies such TNCs (such as Uber and Lyft) and shared mobility services (Zipcar, bikeshare)

Over the course of the Alternate Plan, we leveraged programs from our partners to bolster the range of programming and information aimed at reducing drive alone trips. This includes coordinating CTR program delivery with Downtown Transportation Alliance's (DTA) efforts for Center City and leveraging Regional TDM CMAQ funds received from WSDOT to develop and implement complementary enhancement projects.

SDOT expanded what was previously known as "GTEC" programming to Seattle's Center City (Uptown/Queen Anne, Capitol Hill, First Hill, and South Lake Union networks). We provided educational seminars and commuter events to boost engagement in these areas of focus, many of which were open to anyone, not just CTR-affected companies. Events included:

- Turnkey seminars such as Transportation Transformations
- Marketing and engagement via the "Creative Commute" contest
- Investment in additional public bike parking downtown serving CTR employers and TMP buildings, later expanded to include the entire city
- Transportation fairs and other programming at residential buildings via the NavSeattle program; tenant surveys provided information on travel patterns and needs. This program started out with seven residential properties in South Lake Union and later expanded to other neighborhoods around the city
- Educational materials and on-demand trainings available via Commute Seattle's online library

Program Accomplishments

SDOT has accomplished the tasks outlined in its Alternate Plan. Major tasks completed include:

- Partnering with Commute Seattle to deliver service to ALL CTR-affected worksites (250 companies); onboarded new worksites; conducted biennial CTR Commuter Surveys and biennial CTR-affected company program reports
- Implementing new program reporting interface to receive information from CTR-affected employers; worked with WSDOT to streamline the data transfer and developed data capabilities to store and analyze this data in-house
- Provided over 80 professional development / training events and quarterly network meetings (the latter was phased out in favor of other programming after 2015)
- Coordinated with Seattle's Office of Economic Development to strengthen relationships with the business community, focusing on South Lake Union; gained input on pilot strategies from business leaders

- Engaging multi-family property managers and developed a survey instrument for gathering data at residential properties
- Developing and sent communication to all CTR-affected employers regarding program changes and reporting requirements
- Implementing focused strategies within South Lake Union and Center City, including:
  - Distributing 1000+ welcome packages to South Lake Union residents and employees
  - Implementing NavSeattle residential programming (later expanded to other networks)
  - Holding *Transportation Transformation* seminars to educate commuters about new transportation infrastructure
  - Promoting Commuter engagement and testimonials through the *Creative Commute* campaign
  - Promoting SDOT's transportation improvements in the area, including the Westlake cycle track and expanded bus service and improved reliability
  - Holding events such as the *Flexible Transportation* event in partnership with the South Lake Union Chamber and Commute Seattle; annual *Employer Bike Summit* with partners Commute Seattle, Regence, Cascade Bicycle Club, King County Metro
  - Targeting outreach to smaller, non-CTR-affected employers to assist them with developing commute programs
  - Supporting a new "Bicycle Friendly Business Network" initiative and providing bike commuter training classes
  - Providing guidance on pre-tax transportation benefits
  - Conducting rideshare meetups/events to facilitate rideshare in South Lake Union
- Coordinating with other agencies and partners on strategy, program development, and delivery (partners included King County Metro, the Downtown Seattle Association [DSA], South Lake Union Chamber, Feet First, and Cascade Bicycle Club and UW)
- Expanding several pilot strategies originally slated only for South Lake Union and Center City to Citywide (NavSeattle, rideshare meet-up's, bike parking, and others)
- Continuing to strengthen alignment between our CTR and Transportation Management Plan (TMP) programs by improving our commuter data support and analysis capabilities for TMPs. We use CTR data while reviewing new and updating existing TMPs to establish an appropriate DAR goal and recommend location-specific TDM strategies.

Program growth

The number of CTR employers and their employee counts have grown considerably over the course of the pilot years, as seen in the chart on the following page. In 2011/12, we totaled 142,086 CTR-affected employees. The number of employees grew to approximately 185,832 in 2015/16.

Program Growth During Pilot, 2011/12-2015/16
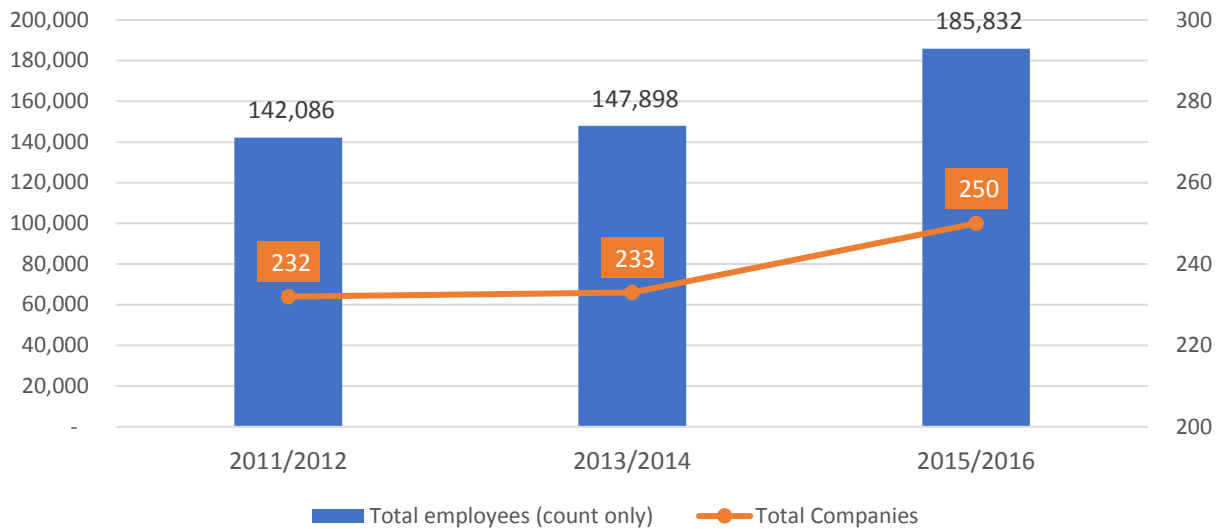
The total number of trips tracked also increased tremendously over the course of the past several years, as seen broken down by network below. This is another way of gauging the fast growth of the program and it also brings good news. From 2011/12 to 2015/16, the number of drive-alone trips counted increased by 32.24%, but the total number of counted trips increased by 39.14%. The difference contributes to the continued decrease in Seattle's citywide DAR as discussed in the next section.

## Weekly Trips Counted by Network, 2011/12-2015/16
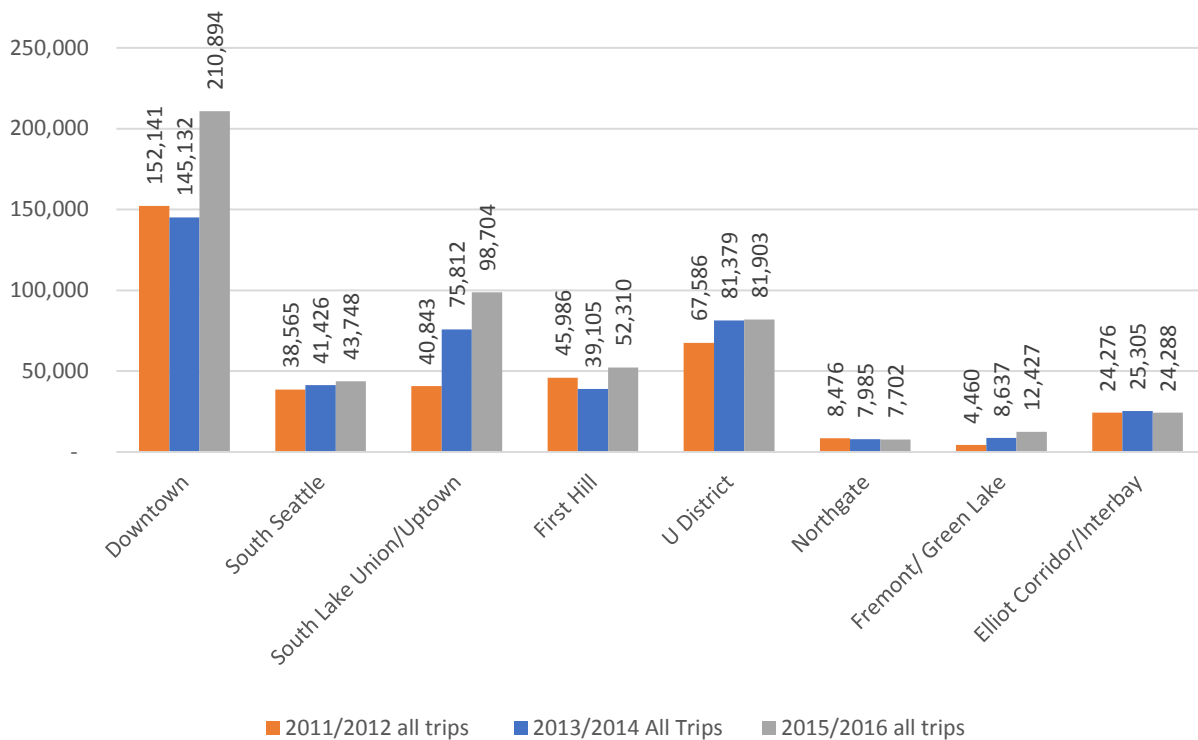
Performance: CTR employers citywide

The overall goal of the CTR program is to decrease DAR. Progress towards this goal is measured by data from the biennial CTR survey. This survey collects data from all CTR-affected companies, which are Seattle employers with 100 or more employees commuting during the morning peak (between 6-9 AM). Our target is to achieve a 10% reduction in citywide DAR from our baseline of 2011/12 data to the end of the pilot in 2017.

Over the course of the Alternate Plan, our DAR continued to decrease. From our base year of 2011/12 to 2015/16, our citywide DAR fell from 35.93% to 34.18%. Average vehicle miles traveled (VMT) also fell from 5.9 in 2011/12 to 5.3 in 2015/16. This is despite a growing number of CTR commuters and trips, as indicated in the previous chart. We are making considerable progress towards our goal of 10% DAR reduction from 2011/12 to 2017, having already achieved a drop of nearly 5%, as seen in the chart below. Our final evaluation of the program after the 2017/18 survey round will reveal whether we achieve the 10% reduction goal.

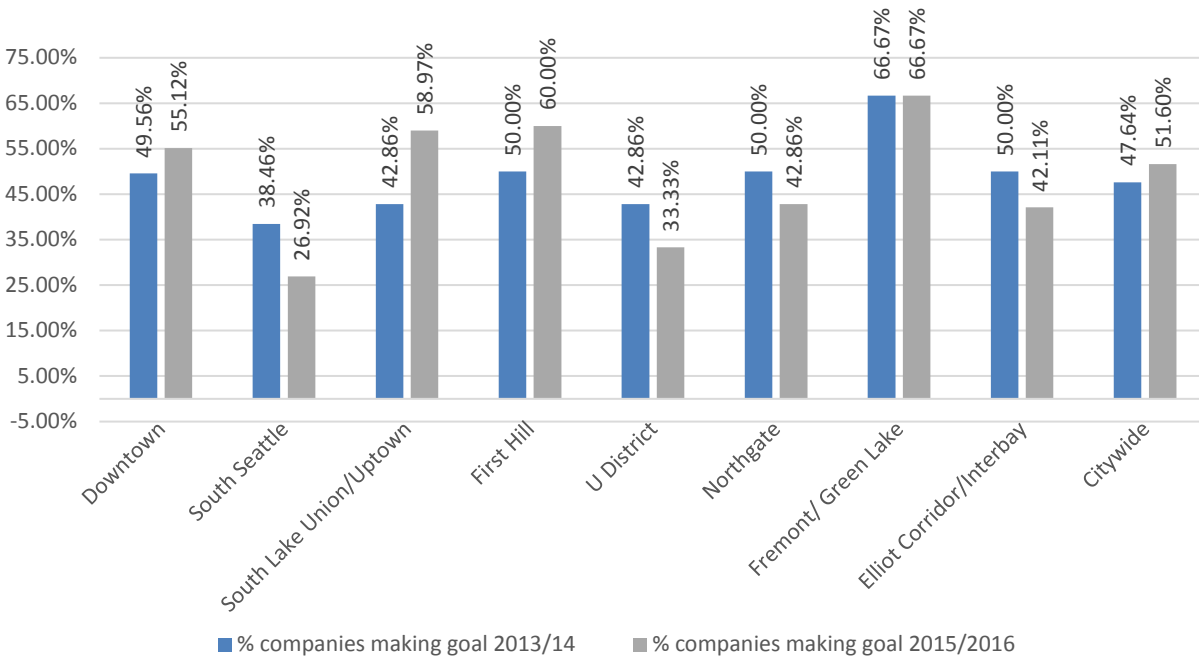### Citywide DAR from 2007/08-2015/16
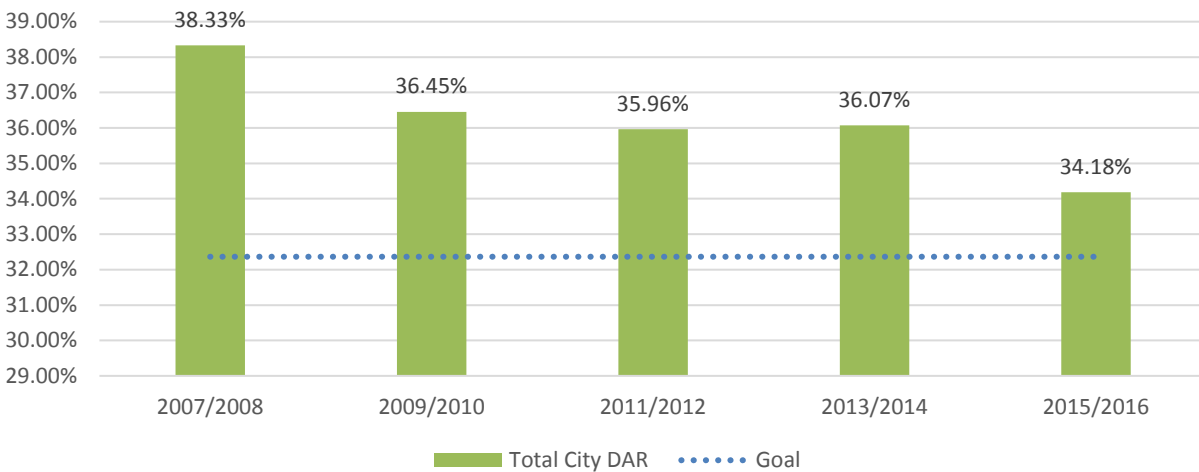
Performance: CTR employers by network

Each of our geographic networks has an associated DAR goal for 2017. The following chart illustrates network progress towards those goals.

Network	# of Worksites 2015/16	Goal DAR	2015-16 DAR	Status
Downtown	127	20.00%	20.08%	On Track
South Seattle	26	63.00%	64.32%	Off Track
South Lake Union/Uptown	39	40.00%	34.99%	Achieved
First Hill	20	44.00%	44.13%	On Track
U District	6	36.00%	35.94%	Achieved
Northgate	7	69.00%	71.18%	Off Track
Fremont/ Green Lake	6	58.00%	52.80%	Achieved
Elliot Corridor/Interbay	19	49.00%	49.02%	On Track
Citywide	*250*	*32.36%*	*34.18%*	

Per analysis of the 2015/16 data, three of our networks have already met their 2017 goals, three are within a percentage point of achieving their goals, and two have fallen short. Regarding performance of individual CTR-affected companies towards network goals, we progressed from 48% of companies making goal DAR to 52%, with 18 more companies meeting network goals in 2015/16 than in 2013/14.

Companies achieving Goal DAR, 2013/14 vs 2015/16

Legend: ■ % companies making goal 2013/14 ■ % companies making goal 2015/2016

DAR Change by Network

Legend: ■ 2011-12 DAR ■ 2013-14 DAR ■ 2015-16 DAR
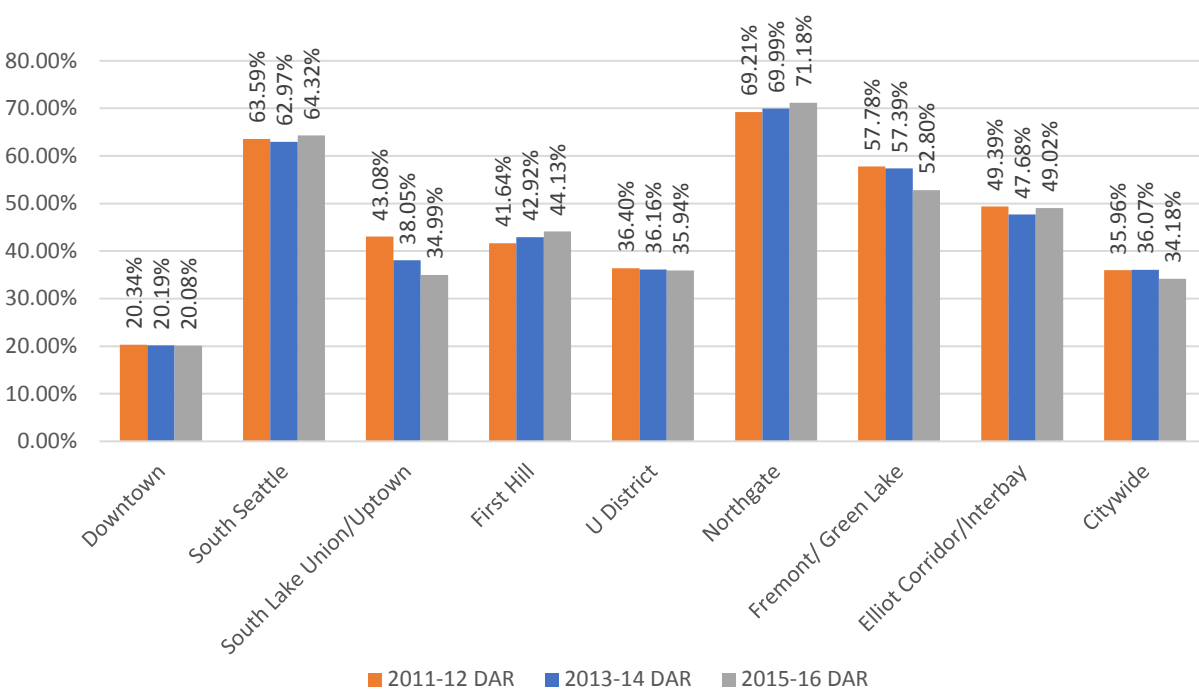
Tracking DAR by network clarifies where progress in reducing drive alone trips is happening. The data show that less transit-rich, less bike- and walk-friendly networks further from downtown generally trail those with more transportation options and closer proximity.

Performance Downtown and in South Lake Union, our programming focus areas, is notable. South Lake Union has already achieved a DAR five percentage points lower than its 40% target, dropping from 43.08% to 34.99%. Downtown is .08% away from achieving its target of 20%. A noteworthy DAR decrease is also seen in Fremont/Green Lake. U District results are promising, and should improve further when finalized with the inclusion of University of Washington's 2016 data.

By contrast, the data reveal a DAR increase in South Seattle and Northgate, where more suburban land use patterns and other characteristics make transit, walking, and biking less popular. These networks also have fewer worksites, so the success or slippage of one site can have a large impact on network DAR. See chart on previous page for worksite numbers. Among other challenges, these networks have considerable amounts of free parking, and so parking management, vanpool, and carpool support are strategies we will continue to pursue to encourage non-drive-alone commutes there.

The First Hill network also did not show progress towards goals. One reason its DAR has not improved is that a large worksite, Harborview Medical Center, was added to the dataset after achieving a higher survey response rate this year. Recent transit light rail and First Hill Streetcar service improvements should positively impact First Hill's transit mode share in the next survey cycle. Worksites there are also in the process of making some potentially impactful program changes, such as the recent implementation of integrated parking management at Swedish. Hospitals need custom solutions that provide flexible options for medical staff, who often have changeable hours and other trip characteristics that can make trip planning more challenging.

Performance: All commute trips in Center City and South Lake Union

Seattle's Alternate Plan identifies total work trip DAR targets of 29% and 42% respectively for the Center City and South Lake Union neighborhoods by 2017. The measurement tool for these targets is Commute Seattle's Center City Mode Split Survey, which blends CTR and non-CTR survey data for the entire Center City market, and measures work trip trends over time.

The 2014 Commute Seattle Center City Mode Split Survey indicated that employer DARs are trending down. Survey results show a 31% DAR for all Center City work trips (down from 34% in 2012) and a 46% DAR for all South Lake Union work trips (down from 50.7% in 2012). This progress has been achieved during a growth of 8,000 jobs in Center City. The 2016 Center City Mode Split Survey results are forthcoming, and we anticipate that they will indicate further progress towards these goals.
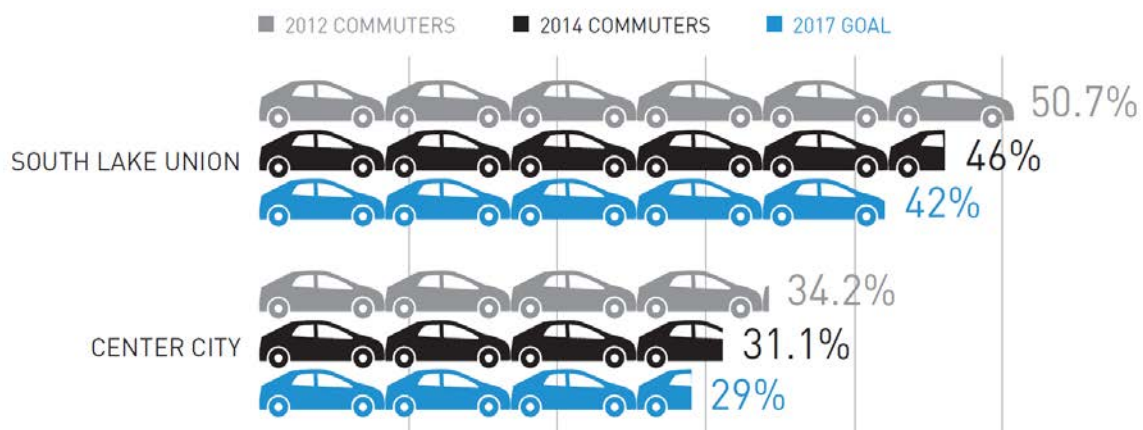
Source: 2014 Commute Seattle Center City Mode Split Survey

Data and data challenges

Quantifying performance

As discussed earlier in this report, SDOT continues to use two separate tools to monitor CTR performance. We conduct a biennial survey of all CTR-affected sites, which is administered primarily in the fall, with some sites surveying in the spring depending on when they joined the program. The last survey round was conducted over the course of 2015-2016. SDOT also requires CTR-affected companies to submit a biennial CTR Program Report. In the past, these were collected using an interface supported by WSDOT. This year, we used Survey Monkey as the instrument for the CTR Program Reports to gain more flexibility in the analysis and potentially gain more accurate, easier to access information. Collecting both survey and CTR Program information has been, and will continue to be, part of the City's program as it allows us to collect data over time and hence our ability to track trends year to year.

Data gathering, management, and analysis comprise heavy lifts for our staff. With minor changes implemented to date, we are interested in potential revisions to online survey and reporting tools to streamline these processes and enhance accuracy. One potential key enhancement for the commute survey is the ability to capture information regarding multi-leg/multi-mode trips, or information about commuters who choose a different means of travel for their evening commute vs. their morning trip. The CTR survey has not been updated in many years and could benefit strongly from a revamp to reflect significant changes in urban commute patterns and behaviors.

We also believe that there are several opportunities to further improve or diversify our data collection. Achieving a 50% or better response rate continues to be a challenge. This requires many administrative hours working with an ETC, especially if a site fails and must resurvey. We would be interested in means to increase efficiency of this process, whether through increased use of sampling or another method. We are also interested in the possibility introduced by WSDOT in its latest aggregated report to use confidence interval as the metric for including or excluding survey results rather than a 50% minimum response rate.

Other data-related challenges encountered in 2015 and 2016 relate to the CTR survey online tool. WSDOT capacity issues led to the server crashing, which affected some of the response rates. As a temporary solution to better serve our ETCs, the City of Seattle agreed to move survey start dates to Tuesday mornings when possible (rather than Monday mornings with the rest of Washington State). Some ETCs also reported that they were unable to access the tool due to their network security settings. Increased server capacity will be needed to support the growth in employer numbers, employer size and Seattle's desire to coordinate surveying of buildings with a Transportation Management Program (TMP) requirement. This will further add to the volume surveyed in the next cycle, specifically in Fall 2017.

ETCs have stated that their companies had privacy concerns about filling out the survey, such as providing email addresses, or the program report, namely providing financial information associated with their commuter programs. We understand that email addresses are not being deleted after surveys closed as we first assumed. In fact, these emails and may be accessible by the public 2-3 years after the survey closing date. To address privacy concerns, we believe that these addresses should be purged as soon as possible after data is received by WSDOT.

Qualitative data results and feedback

Seattle collected qualitative data via the biennial CTR Program Report write-in comments, as well as a CTR Programming and Communications Survey distributed to ETCs in September 2016 to learn about their preferred level of engagement, challenges, and ideas. Feedback from these has been strongly positive. Seminars and programming provided in the past 12 months were extremely well received by attendees. 90% of respondents either "Agreed" or "Strongly Agreed" to the statement "The

seminar/event was relevant to my organization and to me" and 63% feel that the event gave them ideas to improve their transportation program. Most of our seminars are made available online by Commute Seattle and this encourages higher participation numbers.

ETC feedback indicated that generally, Commute Seattle does an excellent job communicating CTR requirements and maintaining contact with ETCs. One respondent commented that "traffic events and alerts are always well received. People often comment about how they appreciate the information and plan their weekends around it." There also is a high level of engagement from ETCs back to Commute Seattle, with 64% of respondents saying they have reached out to Commute Seattle for assistance or information in the past month. ETCs generally do not feel overburdened and do feel that they are well supported in their roles by communications from SDOT / Commute Seattle. Providing opportunities for feedback from ETCs is a key part of our consultative, customizable services that we want employers to value as an amenity. This feedback has been extremely valuable in confirming our communications strategies and shaping ongoing improvements.

In general, employers, employees, and decision makers reacted very positively to the Alternate Plan. Commute Seattle reported regular positive feedback from ETC and few negative comments. Companies often see the value added of the services provided rather than CTR as a regulation or requirement.

Plan administration

SDOT's pilot program differed significantly from its traditional CTR program in terms of administration time and effort. Given the rate of change in Seattle, significant manpower is needed to track upcoming expansions, onboard new companies, and track relocations.

Partnering with Commute Seattle

The partnership with Commute Seattle has been vital to the program's smooth expansion. Contracting with them provided us with the administrative bandwidth to provide significantly more programming and services. The CTR Commuter Survey and program reporting, our key data gathering activities, also require significant staff time, particularly with new sites coming on board. Working with Commute Seattle enables us to be more proactive rather than only reactive, with their research and intel often giving us insight on who is planning to relocate well before the move occurs. With Commute Seattle, we can focus on individual employers and their needs, and understand how, if needed, to bring them towards compliance on a case by case basis. This has been an efficient setup for a business-to-business approach with an emphasis on working with the business community. While administrative hours increased, the level of service also increased accordingly.

Onboarding new CTR-affected sites

Seattle continues to experience fast growth, which means that each year there are many new employers to onboard and relocations to track, the latter of which can be challenging given the state's setup requirements for new worksites. With Commute Seattle gathering intel on upcoming relocations, we are sometimes able to engage with an employer before they have even moved to Seattle, as we did with Weyerhaeuser during their move in 2016. Getting a head start is always advantageous for many reasons, including ensuring that employees' new commutes are guided away from drive-alone trips from the earliest point possible.

Expanding services citywide

Prior to the Alternate Plan, SDOT's partnership with Commute Seattle focused only on Center City businesses. Expanding their services citywide required that they shift their approach and communications to resonate with CTR employers citywide, not just those in the transit-rich, job-dense downtown. Accommodating those needs into comprehensive programming, using remote learning technology (e.g. webinars), and other electronic resources helped make it easier for those in various

geographic areas to easily engage. We also customized trainings to address issues unique to worksites outside the Center City.

Expanding to new markets
Once we began to engage with non-affected companies and residences, the number of potential entities to serve increased dramatically, from about 250 CTR-affected companies to thousands of smaller companies and residential buildings in the Center City neighborhoods. Focusing on South Lake Union initially and then expanding to a few other neighborhoods helped focus our efforts, but we were left with the knowledge that there is much more to be done.

Coordination with outside partners and projects
Reducing drive-alone trips and shaping the factors surrounding each commuter's mode choice is connected to many programs and projects outside the bounds of the CTR program. Significant changes to the roadway network both inside and outside Seattle city limits makes communications to commuters vital. Acknowledging this, SDOT's CTR staff coordinates as much as possible with other project teams and agencies to learn about potential impacts to the city's commutes. Impacts can take the form of challenges or opportunities. In early 2016, we worked with an interagency team (WSDOT, King County, SDOT, Commute Seattle) to plan tailored commute options communications for a two-week Alaska Way Viaduct closure that followed in summer 2016. More recently, we attended I-90 Regional Mobility Grant meetings with King County Metro, to understand what data was being collected, what commuting impacts might arise from the work, and how communications could be developed to best help Seattle (and regional) commutes. We promoted and celebrated new infrastructure, such as our Westlake Cycle Track Opening celebration, and coordinated with Cascade Bicycle Club and Commute Seattle to engage employers and commuters in the South Lake Union, Uptown, and Fremont networks. Significant new transit service (LINK, South Lake Union bus route changes, and transit service increases) came online in 2016 and we expect to see those impacts in the next CTR survey results.

CTR worksite compliance
Some worksites continue to be more difficult than others to bring to compliance. We spent considerable staff time determining how to bring our Federal worksites into compliance after they raised concerns about whether state law applied to them and whether CTR surveys violated the privacy policies of their collective bargaining agreements. Through the efforts of SDOT, Commute Seattle, WSDOT, and the EPA, we reached an understanding and began implementing the program at these worksites. At the end of 2016, we were communicating with 100% of CTR-affected sites in Seattle.

Recognizing progress with champions awards and peer to peer strategies
Our employer recognition program, Seattle CTR Champions, recognizes employers participating in the program for their transportation program accomplishments. This recognition program awards employers points depending on reductions in drive-alone commuting, transportation benefits offered to employees, and active engagement in the CTR program. We had an estimated 200 attendees to the 2016 awards, nearly doubling the turnout from 2015. About 80% were representatives from CTR-affected employers. The awards engage CTR employers by providing a concrete scoring system to measure the success of programs and inspire employers to improve transportation programming and gain recognition citywide. The event also serves as a platform to communicate to employers the value of different programs and strategies available to strengthen their program.

Transportation Management Program (TMP) program coordination
Our TMP program management and integration with CTR administration continues to evolve. Transportation Management Programs are a requirement imposed on private development to mitigate the single occupancy trips generated by the development. There are approximately 190 buildings in the

City that have TMP program requirements; many of those buildings have CTR employers as tenants. During the pilot, we improved our tracking capabilities of TMP agreements, and we completed a round of program reporting in fall 2016 that gathers much of the same data for TMPs as is tracked for CTR-affected employers. Our communications during this survey process also informed TMPs with CTR tenants about the range of services available for commute program assistance. We will continue to work towards providing TMPs with the same the same level of services and communications as are available to CTR-affected businesses, which will help us reach a larger range of businesses and residences and further decrease drive alone trips. This may be rolled into our service contract with Commute Seattle in the future. One-on-one consultation and assistance to property managers and building owners similar to the level given to CTR-affected sites is currently not possible given existing staffing levels.

Program costs and efficacy
State funding for Seattle's program has remained very similar for the past several biennia. However, SDOT has sought to increase the efficacy of the program dollars by making two key shifts:

- Consolidating resources and leveraging partnerships. Previously, our program was comprised of siloed tasks for SDOT staff, contracted services with King County for surveying / data gathering, contracted services with Commute Seattle for Center City programming, and separate processes for tracking and serving TMPs. We have simplified and consolidated these silos through the pilot. We now have one contract for both programming and data gathering with Commute Seattle.

- Because of the internal programming alignment, we now fund SDOT CTR staff salaries from the City General Fund rather than out of our state CTR funds, allowing us to reallocate those funds towards expansion of direct program delivery.

- While the flexibility of the Alternate Plan as allows us to extend the reach of state dollars by leverage local investments, we are faced with large growth in CTR employers and their employees. Given this sizable growth, additional resources are need to support CTR regulations.

Conclusions

Next steps for Seattle's CTR program
Our CTR program is designed to be performance-driven and dynamic. We see multiple ways to further evolve our CTR plan in the future. The additional services, efficiencies, and performance management approach gained through the structure of our Alternate Plan has encouraged us to think about how we can build further on these positive changes. As large infrastructure investments and additional growth will continue in Seattle, we anticipate the continued need to adapt to evolving challenges and opportunities.

Expanding programming to new markets
We observed that many CTR-affected companies, particularly those downtown, already have low DAR rates. Thus, we believe that extending programming to smaller businesses and residential buildings is critical to continue to drive down DAR. To that end, SDOT is using a portion of its CMAQ funds to work closely with smaller employers in South Lake Union , providing them with the same level of support we give to CTR-affected companies. This is a 1-year pilot and we anticipate results in late in 2017 or early 2018. Although the Center City Commute survey (2014) revealed that those commuting to smaller, non CTR-affected worksites are primarily responsible for the downward shift in the drive-alone trip total (41.2% to 33.5%; a 7.7% percentage point decrease), and the increase in the transit total (36.7% to 43.8%; a 7.1% percentage point increase), we need to support these businesses to continue this trend in

the future. The next years of Seattle's CTR program will seek to maintain the excellent performance of our high-achieving sites while also focusing on areas with potential for further decrease in DAR. During the pilot, as prioritized worksites made progress, we shifted to others. As the pilot progressed, we focused increasingly on moving beyond regulatory requirements and created more robust professional development series to address communications, technical skills, and referrals to vendors. We would continue this model, guided towards priority sites by the 2015/2016 performance results.

Bolstering data analysis
SDOT aims to continue improving our data and analysis capabilities for insight on how commuting is changing – and could change – around the city. We would like to develop analyses that can help us better understand the impacts of local infrastructure on commuting patterns over time. The results would have the potential to bolster support for additional infrastructure investments as well as the CTR programs that boost their use.

As a first step, we would like to develop a regular report on commuting patterns using commuter zip codes reported in CTR surveys. Our results over the course of the pilot show a significant increase in walk to work modeshare as well as biking. This may indicate the impacts of more residential units coming online in the center city, particularly South Lake Union. On the other hand, as affordability challenges continue, we are also aware that many workers may be traveling further as they seek out lower priced housing outside the city. We track regional efforts such as King County's I-90 Regional Mobility Grant to promote efforts to shape the first mile choices of commuters whose trips begin outside Seattle city limits. While we previously did zip code mapping only upon request, we would like to undertake this on a more comprehensive level to see if trends emerge to support our hypotheses. CTR programming will be most relevant and successful if we continue to understand the first mile as well as last mile needs of commuters.

Working together with ORCA on data analysis can help us understand how the use of different business products by CTR companies increases transit modeshare. The increase in the use of transit in our preliminary numbers was not significant, and we will be interested in developing means to further bolster ridership. In the past, we have received periodic reports from King County Metro that offer insight into how many and what type of ORCA business products used by CTR employers. This data has not been easy to access, however, and we would like to work with King County Metro to engage in routine datasharing.

Finally, whether it comes from our program of another analysis, we feel there is a need to reevaluate the definition of morning peak (currently 6-9am) as travel patterns change. "Peak hour" today may not be the same as "peak hour" of a few years ago, and travel patterns in the evening peak may also be changing. This is something we would like to see the state consider, and discuss how this expansion of peak hour would be addressed within the CTR program.

Developing and encouraging employer use of pretax and transit benefit programs
SDOT investigated the potential implications of required transit benefit legislation and produced a report to council, dated June 1, 2016. This stemmed from a City Council request to evaluate the feasibility and merits of a potential new program requiring employers to provide transit benefits to employees. Research investigated:

- The city's legal authority to enact such legislation
- The number and size of Seattle employers that currently provide transit benefits to employees (our study found that data sources were limited)
- City costs associated with enforcing a mandatory transit benefits requirement
- The experiences of other cities that have enacted similar legislation

The primary recommendation is to proceed with outreach and education efforts to encourage employers to provide benefits to employees. SDOT and Commute Seattle have begun to refine what services this might entail in fall 2016. We are also ensuring that existing trainings previously provided to only CTR-affected and Center City employers are made available to others. Through groups such as the Association for Commuter Transportation (ACT), we are monitoring what other cities are doing in regards to such legislation.

Longer term, we will outline a strong and focused outreach program to assist companies interested in setting up a pre-tax program or a transit subsidy program, since feedback revealed that many Seattle employers need more assistance with setting up such programs. Broader business outreach to further push for more voluntary participation could include partnership with the Office of Economic Development, Downtown Seattle Association, chambers of commerce, and other business organizations.

Continue customized solutions

To strengthen the role of performance management within the program, we want to continue to tailor our programming and our metrics to specific geographic areas of the city. As seen in our discussion on our data above, our various networks are behaving in different ways. Areas like South Seattle, with less transit service, ample free parking, and a less dense / more industrial land use profile, are encountering a steeper challenge to lowering their DAR with more central locations. In networks like South Seattle, employer programs will likely have to be complemented by changes in parking and additional transportation options (shuttles, mobility on demand, and other flexible options) to make non-drive-alone trips more attractive to commuters there. A planned 2017-2019 "alternatives services" program lead by King County Metro may inform future programming for this area.

State support and funding

To be most successful, Seattle's CTR program needs the ongoing support of the State while also being given the ability to be flexible and set our own metrics and methods. As discussed in the introduction to this report, the flexibility allowed by the pilot has been important to its success in Seattle. Setting our own geographically centered goals and the strategies to meet them has enabled the highly adaptable and business-centric format that has worked well in our diverse jurisdictions over the past four years.

While the number of affected sites in the city remained similar for several years, in the next year and beyond we anticipate a significant number of new sites. As seen in our chart on page 5 detailing program growth, the number of commuters and hence number of trips is increasing significantly in Seattle. In the meantime, funding for the program has remained steady. To continue the expansion of services in an already expanding employer market, we are likely to require additional funding in the future.

Beyond four years

Four years is a relatively short period to both implement and measure impact. We need to continue implementation at this level to fully track trends and impacts. This is especially true as the city continues to change rapidly. Company relocations and growth will continue to be monitored as they are poised to change some of our fastest-changing networks, including Center City (example: Weyerhaeuser) and South Lake Union (Amazon and many others). Similarly, many transportation infrastructure investments like LINK Light Rail and protected cycle tracks take time to implement and affect travel patterns. Over the past year, the Seattle Transportation Benefit District (STBD) provided more bus trips on 37 routes and more frequent service on 38 routes; 54 routes are now more reliable. Move Seattle and ST3 are poised to make more substantial changes to the transportation network that will take time to implement and a period of adaptation to impact commute patterns. As it is, our preliminary results for

2015/2016 show only a very small amount of increase in transit usage; it is anticipated that future survey periods will show the true impact of recent investments in transit, as the surveys completed in 2015 did not capture the light rail station openings in 2016 or the investments in bus service. We look forward to 2017 and beyond to continue evaluating the commuting patterns around the city and devising new means to help Seattleites get to work.