

In this document, we took general themes and specific suggestions we heard at the workshop as well as in the most popular concepts WSDOT produced and started fitting them to a potentially productive planning framework. This is truly meant as a suggestion and a conceptual exercise rather than being prescriptive in any way, but we hope this helps organize the themes and concepts discussed, and funnel the conversation towards specific actions.

## Introduction

The State CTR board developed this 2019-2023 strategic plan to support the statewide Commute Trip Reduction (CTR) Program via a process that engaged local transportation demand management (TDM) and CTR implementers, employers, transit agencies, local jurisdictions, transportation management associations, schools, advocacy groups, business associations, WSDOT, and others.

The goals of the strategic planning process included:

- Identifying the most promising opportunities to expand trip reduction programming
- Establishing clear, mutually-agreeable approaches to pursue those opportunities
- Engaging partners who will invest organizational, financial, and political resources needed to pursue the most promising opportunities
- Exploring how to best convey the value of the CTR program to state legislators and determine an accurate picture of funding needs.

WSDOT held five workshops around the state with local implementers, board members, policymakers, and others. We connected with subject matter experts as well as individuals who aren't typically engaged in CTR. Through a series of scenario planning exercises involving more than 150 community members, we generated ideas to make the most of the existing transportation services and help communities develop a greater understanding and competency to grow and improve their programs and strategies in the years ahead. WSDOT staff and agency partners reviewed and analyzed the data generated during these outreach activities and translated it into concepts suitable for the four-year CTR Strategic Plan.

## Plan Purpose

This strategic plan includes goals and actions that will be used to guide:

- Overall programming for WSDOT's statewide CTR programs
- Priorities for local programming
- Process for program assessment and rule making
- Development of funding requirements, budget requests

## Program Vision

By reducing single-occupant vehicle commuting and increasing use of energy-efficient travel choices in Washington's metropolitan areas, the Commute Trip Reduction program reduces transportation-related air pollution, energy consumption, and traffic congestion.

Through this strategic plan, WSDOT will outline strategies and actions that will align the plan with five major themes for strengthening the program:

1. Supporting existing base CTR program by focusing resources on areas of the greatest demand and potential impact
2. Increasing the visibility and value of the program to State legislators
3. Bolstering the reach of the program by using a grant program that encourages innovation and adaptability
4. Advancing the technical foundation of the program by investing in a solid data-driven program foundation by introducing a strong performance feedback loop with measures and targets that provide means to transparent, legible program assessment
5. Continuing and strengthening performance gains

## Goals, Strategies, and Actions

### GOAL: Strengthen existing base CTR program

**Strategy 1:** Confirm the needs of the existing base CTR program

Suggested Tactics:

- Determine what budget would be required to fully fund a statewide program to all existing and potentially affected jurisdictions as defined in state law.
- Determine what budget would be required to fully fund local implementation: Assign a value of \$ per site, with a metric for inflation, that would match the original program allocation prior to funding freeze. Define / confirm policy towards funding of local staff and how this is balanced with other program needs.
- Use these figures in performance reporting and legislative requests so that there is awareness of need for full base funding and to leverage as much funding increase as possible.

**Strategy 2:** Direct resources towards areas based on established metrics for growth, performance, and congestion.

Suggested Tactics:

- Review and confirm formula for allocating local implementation funds. Ensure they are assigned in an easily understood, prioritized/performance-based manner that directs funds towards areas most likely to improve outcomes and with highest demonstrated need. Measure demand via congestion hours (as specified in law) or other clearly defined metrics.
- Use prioritization to focus funds on fewer jurisdictions if budget does not allow for full program funding (also see Concept 2)

**Strategy 3:** Ensure that the structure provided by State CTR Law is used to drive the program and make the case to legislators

Suggested Tactics:

- Incorporate assessment of metrics and requirements into regular reporting, including those specified in legislation
- Establish an understanding of the program's growth by understanding how many potentially affected jurisdictions have not been onboarded since the funding freeze in 20XX.
- Develop a process by which jurisdictions may become exempt
- Implement GTEC as specified by law with any needed clarifications provided in updated WAC. Incorporate a regional approach that ensures congested areas are a focus, while maintaining statewide support; build stronger collaboration between CTR Board and MPOs and TMAs
- Provide clear decision and guidance on existing program definitions and potential expansion to determine focus on peak commute trips, vs all commute trips, vs non-work trips

**GOAL: Expand the reach of the CTR program and Encourage Innovation and Flexibility**

**Strategy 1:** Use the competitive grant program to allow jurisdictions and other entities to expand their programs beyond the existing regulatory program in a means that align with WSDOT CTR priorities (WSDOT concepts 3, 4)

Suggested Tactics:

- Review and confirm prioritization framework for guiding grants that best serve WSDOT's priorities: Emphasize corridors with multimodal, multiagency investment plans; Encourage a focus on education (themes from workshop)
- Define amount needed for grant program based on need, past performance, and opportunity
- Define how applicants can best incorporate the emphasis on WSDOT's Practical Solutions
- Define assessment metrics on how grants will be awarded; eg, focusing on most congested urban centers or corridors as measured by delay
- Emphasize the expansion of the program to new populations (non-9-5), geographies, and trips (outside 6-9am and non-commute trips)

**Strategy 2:** Continue making the legislative case for increased CTR program support and expansion

Suggested Tactics:

- Using metrics and defined needs developed under this plan within annual reporting, strengthen the legislative case for added CTR program funding (base and expanded grants program)
- Work to expand the Rideshare Tax Credit Program to support businesses who want to deliver commute programs
- Leverage the Governor's and WSDOT's policy direction and support... (reiterate and bolster "Statewide Strategies" in previous plan)

**Strategy 3:** Continue building upon the successful strategies implemented under Pilot Programs

- (include key findings from pilot programs)

**Strategy 4:** Enhance coordination between programs statewide

- Potentially develop further relationships between CTR and land use, corridors, (invite other groups to present at WSDOT Board, etc)
- Strengthen relationships with non profits also working on TDM...

**GOAL:** Solidify the technical foundation of the program

**Strategy 1:** Invest in methods to make required processes increasingly more efficient

- Update survey tool and address server limitations
- Provide mobile interface for surveying

**Strategy 2:** Improve data quality and performance feedback loop

- Develop means to include data via calendaring, sampling, statistic relevance
- Continue to offer technical support to local jurisdictions on questions of data gathering, processing, analysis
- Formalize WSDOT's assessment for each jurisdiction's annual report: provide a checklist of required elements
- Consider annual or biennial roll up performance report offering detail on all metrics including how state funds vs local funds are used, etc.
- Provide higher level dashboards to educate broader stakeholders on programs' value

**Strategy 3:** Encourage jurisdictional sharing of capabilities...

- Use the WSDOT board meetings as a forum for learning, encourage peer to peer learning to ensure that jurisdictions know what others are developing and can learn from each other

**GOAL:** Continue and strengthen performance gains

**Strategy:** Statewide Goals and targets...

**Strategy:** Local goals and targets...

(updated "Statewide performance goals and targets" section, as in previous plan. WSDOT data team should make recommendations)