

# DRAFT 2023-2025 State Commute Trip Reduction Plan

JULY 2023

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## Executive summary

The Transportation Demand Management (TDM) Technical Committee is tasked with developing the State Commute Trip Reduction (CTR) Plan. This 2023-2025 State CTR Plan is an update of of the [2019-2023 TDM Strategic Plan](#) goal 1: increase the use of high-efficiency transportation options for commute.

The 2023-2025 State CTR Plan provides goals, strategies, and performance measures for regional and local jurisdictions to implement CTR programs. The plan also focuses on commute-related outcomes, actions, and policies planned for 2025-2029.

Key takeaways from the plan:

### Emerging trends

Social and environmental changes influenced the 2023-2025 State CTR Plan goals, targets, outcomes, and actions.

Since 2019, the state transportation system and programs that support cities and local programs have experienced changes in commuting practices due to the COVID-19 pandemic, evolving technologies, and changing employer expectations.

Additionally, the Healthy Environmental for All (HEAL) Act, Climate Commitment Act (CCA), and Move Ahead Washington transportation funding package increased resources for the State CTR Program and directed the allocation of funds to advance environmental justice.

These emerging trends in shifting mobility patterns, emphasis on equity, environmental justice, and resilience to climate change have influenced the 2023-2025 State CTR Plan.

### Statewide drive-alone performance target

The statewide drive-alone performance target is 60 percent or less on average for CTR-affected jurisdictions by June 2029.

### Outcomes and actions

The 2023-2025 State CTR Plan updates and adds to outcomes and their actions and from the the 2019-2023 Transportation Demand Management Strategic Plan. The new list of outcomes:

- |  |   |
|--|---|
| A. Improve delivery of CTR programs.                 | D. Expand investment and service to advance equity and environmental justice. |
| B. Expand CTR market to address equity.              | E. Respond to shifting mobility patterns.                                     |
| C. Produce more useful transportation behavior data. | F. Reduce greenhouse gas emissions.   |

### Next steps

The TDM Technical Committee will publish the 2023-2025 CTR Plan July 2023. The plan will act as guidance for local and regional CTR implementers. The committee with WSDOT will review local and regional planning efforts for outcomes and strategies to complete an update of the State CTR Plan by January 2025. After refining the plan through stakeholder engagement, the committee will publish an updated State CTR Plan by July 2025 to meet the 2025-2029 plan cycle.

## Introduction

The Transportation Demand Management (TDM) Technical Committee is tasked with developing the State Commute Trip Reduction (CTR) Plan. This 2023-2025 State Commute Trip Reduction (CTR) Plan is an update of the [2019-2023 Transportation Demand Management \(TDM\) Strategic Plan](#). The 2019-2023 plan provided outcomes, actions, and indicators for the plan’s four-year period.<sup>1</sup>

The 2019-2023 plan reports on progress toward and identifies new and updated outcomes and actions. The new list of outcomes for the 2023-2025 State CTR Plan:

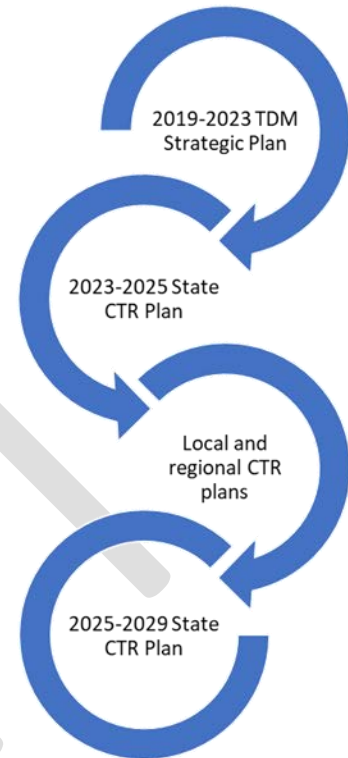
- A. Improve delivery of CTR programs.
- B. Expand CTR market to address equity.
- C. Produce more useful transportation behavior data.
- D. Expand investment and service to advance equity and environmental justice.
- E. Respond to shifting mobility patterns.
- F. Reduce greenhouse gas emissions.

The plan also updates the 2019-2023 TDM Strategic Plan goal 1: increase the use of high-efficiency transportation options for commute

Finally, this 2023-2025 serves as a draft of the 2025-2029 State CTR Plan. As a draft plan, the 2023-2025 plan provides a framework for consistency as cities, counties, and regional transportation planning organizations develop their 2025-2029 CTR plans. These local and regional plans will then influence the 2025-2029 State CTR Plan.

After refining the 2025-2029 State CTR Plan through stakeholder engagement, the committee will publish an updated State CTR Plan by July 2025 to meet the 2025-2029 plan cycle.

## State CTR Plan flow



<sup>1</sup> [RCW 70A.15.4060\(3\)-\(5\)](#).

## Emerging trends: Evolution in a period of change

The transportation industry experienced a significant transition from 2019-2023. This section highlights trends, initiatives, and policies that affected CTR and its stakeholders during that period. This isn't an exhaustive account of events, but a summary of what influenced the CTR program and future plans.

### Shifting mobility patterns

The COVID-19 pandemic stimulated remote work, resulting in broad changes in commuters' choice of transportation mode.

However, workers experienced these changes differently. Many industries couldn't transition to remote work because of nature of their work and the need for employees to be physically present in the workplace. As such, employers prioritized remote work to varying degrees. These differences disrupted established mobility services including rideshare, micro-transit, transit, and fee-based parking.

Mobility trends underway before the pandemic also continued, including changes to mobility services and patterns around the suburbanization of poverty, housing affordability, climate change and resilience, racism, inequity, advances in technology, aging population, and aging infrastructure. The result was uncertainty in TDM program delivery and planning.

Jurisdictions throughout the state continue to experience the shift in mobility patterns in different ways and their ability to monitor and respond to these changes affects the type of transportation services they provide. Moving forward, the need for multimodal commuting options persists despite the rise in remote work. Congestion, transportation-related emissions, and mobility access remain critical issues for Washington's communities, environment, and economy.

### Mobility stakeholder engagement and emphasis on equity

In 2021, the Washington State Legislature directed the TDM Technical Committee and WSDOT to conduct a review and update of the CTR law.<sup>2</sup> The committee and WSDOT's review considered accomplishments and challenges of the State CTR Program.

In September 2021, the committee and WSDOT transmitted an initial report to the House and Senate Transportation Committees with proposed emphasis areas to supplement the existing State CTR Program and expand use of TDM. [The Commute Trip Reduction Law Update 2021– Evolution of a Proven Program to Better Address Equity and Climate](#) recommends State CTR Program expansion and three emphasis areas:

- **Support essential workers and people with special transportation needs.** Expand the program to support more multimodal transportation options throughout the state for essential workers; shift workers; and people with special transportation needs, including historically marginalized communities, people with low incomes and/or disabilities, tribes, BIPOC, and residents of rural areas.
- **Address urban congestion.** Strengthen the program by providing current CTR jurisdictions greater flexibility to specifically address congestion at all hours.

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<sup>2</sup> [SHB 1514 – 2021-22, Sec.4.](#)

- **Enable expansion to new locations.** Provide resources to enable WSDOT and interested local partners to expand CTR beyond current locations to address major congestion anywhere on the transportation system (e.g., congestion during weekends, events, or seasonal activities).

These strategies evolved during the 2019-2023 planning cycle resulting in CTR implementers; transit agencies and other mobility providers; local and regional planning entities; tribes; cities; counties; business associations; healthcare professionals; clean-air, environmental, equity, and land-use advocates; and other stakeholders developing the [Mobility Partnerships Grant proposal](#). The proposal for a complementary grant program served as the recommendation to the Legislature to improve and expand equitable access to mobility through TDM and changes to CTR.

The TDM Technical Committee and others advanced the proposal in the 2023 legislative session. While it didn't pass, the committee and its partners remain committed to advancing proposals that compliment CTR while emphasizing equity outcomes.

Beyond the Mobility Partnerships Grant, the emphasis areas the committee and WSDOT identified through stakeholder engagement, as well as efforts to address equity within existing resources and regulations, demonstrate the TDM community's commitment to increase access to services.

[Environmental justice, cleaner air, and increased funding for commute trip reduction](#)  
[WSDOT's definition of environmental justice](#) is:

The fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, rules, and policies.

WSDOT relies on this definition to inform a framework for developing, maintaining, and evaluating programs and projects that have detrimentally affected or underserved communities.

In its 2021 session, the Legislature passed the The Healthy Environment for All (HEAL) Act.<sup>3</sup> The act focuses on eliminating environmental and health disparities among communities of color and low-income households. The methods to achieve these outcomes include inclusion of environmental justice in strategic plans of covered agencies and creation of the [Environmental Justice Council](#) to advise state agencies on incorporating environmental justice into their activities.

Guided by the HEAL Act, WSDOT is further integrating environmental justice across the agency to address unfairly high and harmful human health or environmental effects of the agency's programs, policies, rules, budget decisions, and actions.

Aligning with the HEAL Act, the Legislature's 2021 Climate Commitment Act (CCA)<sup>4</sup> includes provisions to ensure communities in Washington disproportionately affected by climate change and air pollution benefit from cleaner air. The CCA establishes a cap-and-invest program, directs reduction of criteria air pollutants (i.e., ozone, particulate matter) in overburdened communities, and establishes requirements that at least 35 percent of CCA funds be invested in projects that benefit vulnerable populations in overburdened communities and at least 10 percent of funds be invested in projects that benefit tribes.

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<sup>3</sup> [E2SSB 5141 - 2021-22](#), codified in [RCW 70A.02](#).

<sup>4</sup> [E2SSB 5126 - 2021-22](#).

Aligning with the HEAL Act and CCA, in its 2022, the Legislature passed its Move Ahead Washington transportation funding package, a 16-year, \$17-billion investment in the state's multimodal transportation system.

The effects of the acts and funding package are seen in 2023-2025 state transportation funding and appropriations, which increased and expanded the State CTR Program the program's funding sources adding the state Climate Transit Programs Account, established through the CCA. Other CTR funding sources include employers, local jurisdictions, State Multimodal Transportation Account, and State Vehicle Parking Account.

The State CTR Program takes the guidance from these laws into account while operating within the parameters of the CTR Law.<sup>5</sup> This law requires the program focus on employees who commute between 6 and 9 a.m. to worksites with 100 or more employees in certain urban locations. The program supports air quality with an annual reduction of about 175,000 metric tons of greenhouse gas emissions. The guidance and funding from the HEAL Act, CCA, and Move Ahead Washington help continue and expand the State CTR Program pursuit of opportunities to support air quality and environmental justice.

During the 2023-2025 biennium, the TDM Technical Committee, WSDOT, and interested partners will seek out methods to realize the intent of the HEAL Act, direction of the CCA, and the funding requirements associated with Move Ahead Washington. This will include research and analysis to assess the extent to which the State CTR Program benefits the health of vulnerable populations in overburdened communities and tribes. It will also include identifying the best opportunities to increase benefits within the parameters of the CTR Law and health equity considerations in 2025-2029 State CTR Plan.

### Resilience and climate change

The transportation system is a source of economic, environmental, and social prosperity for people in Washington. It's imperative to plan for and invest in:

- Mitigating, preparing for, and responding to emergencies.
- Combating climate change.
- Building a transportation system that provides equitable services, improves multimodal access, and supports Washington's long-term resilience.<sup>6</sup>

Advancing climate mitigation and adaptive systems is a multidisciplinary pursuit, allowing jurisdictions to pilot and refine strategies according to their environment and needs. Greater investment in land use planning practices to advance transit-oriented development and reduce vehicle miles traveled may complement TDM. Emerging technologies in electrification and micro-mobility alters vehicles, their operation, and the built environment to support them. Through knowledge and implementation of multiple strategies, many local approaches can develop an adaptive and resilient transportation system.

The State CTR Program advances resilience, combats climate change and enhances healthy communities for all by reducing greenhouse gas emissions. This outcome reflects a foundational intent of CTR Law.

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<sup>5</sup> RCW 70A.15.4060(3)-(5).

<sup>6</sup> [WSDOT Strategic Plan](#) Resilience goal area.

CTR and related TDM programs are a core strategy of greenhouse gas reduction and drive efficiencies in the transportation system by maximizing the value and service of capital investments. They also reduce air pollution<sup>7</sup> by reducing the need to travel and shifting travel from single-occupancy vehicles to more efficient options.<sup>8</sup>

The State CTR program supports several state efforts related to climate change, including:

- Greenhouse gas reduction targets and timelines.<sup>9</sup>
- WSDOT-adopted statewide goals to reduce annual per capita vehicle miles traveled by 2050.<sup>10</sup>
- 2021 State Energy Strategy and its roadmap for meeting the state’s greenhouse gas emission limits.<sup>11</sup>
- Move Ahead Washington transportation package and its expanded requirements for active transportation and improving access for non-motorized transportation.
- State investments in zero-emissions transportation.

### Summary

The State CTR Program has experienced a period of change. Evolution in technologies, behaviors, and policies have influenced or disrupted long-standing practices and programs. This has prompted the TDM Technical Committees, WSDOT, jurisdictions, nonprofits, and private companies to adapt. The following chapter identifies and explains strategic actions for the State CTR Program to respond to these changes.

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<sup>7</sup> [2021 Public Transportation Mobility Report, WSDOT, p. 65.](#)

<sup>8</sup> [2021 Washington Energy Strategy, Washington Department of Commerce, p, 57.](#)

<sup>9</sup> [RCW 70A.45.020.](#)

<sup>10</sup> [RCW 47.04.440.](#)

<sup>11</sup> 2021 Washington Energy Strategy, Washington Department of Commerce, p, 57.



## Goal, performance target, outcomes, actions and indicators

This section includes the following for the 2023-2025 State CTR Plan:

- Goal.
- Performance target.
- Updated outcomes, actions and indicators from the 2019-2023 TDM Strategic Plan.
- New outcomes, actions and indicators.

### Goal

Increase the use of high-efficiency transportation options for commuters.

### State performance target

Statewide drive-alone rate of 60 percent or less on average for CTR-affected jurisdictions by June 2029.<sup>12</sup>

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<sup>12</sup> [TDM Technical Committee March 2023 meeting minutes.](#)

Updated outcomes, actions, and indicators

The table below contains outcomes actions, and indicators from the 2019-2023 TDM Strategic Plan updated for 2025-2029. Progress reports on past outcomes are embedded in updates. [Appendix: 2019-2023 and 2023-2025](#) compares original outcomes, actions, and indicators alongside their updated language.

Outcome	Actions	Indicators
<p><b>A. Improve delivery of CTR programs.</b></p> <p>Throughout the 2019-2023 plan cycle, the TDM Technical Committee, jurisdictional implementers, and WSDOT pursued programmatic changes to benefit performance, advance customer experience, streamline program administration, and address resource constraints. The committee, implementers, and WSDOT will continue these improvements in 2025-2029.</p>	<p><b>1. Maintain and advance knowledge of and access to CTR resources among affected jurisdictions and their worksites.</b></p> <p>Continue to participate in activities that build expertise and strengthen the community of practice with a focus on CTR implementers and their ability to engage worksites. Continue to update CTR program documentation and guidance.</p>	<p>Increase in resources allocated to multimodal transportation options at worksites throughout the state.</p>
	<p><b>2. Improve effectiveness of technology used to support CTR.</b></p> <p>In the 2023-2025 biennium, WSDOT and implementers will complete a review of current technologies used to support ridesharing, marketing, incentives and other CTR functionality. They will determine an updated approach to these technologies and the state’s role. They will implement this updated approach in 2025-2029.</p>	<p>Increase in satisfaction of CTR project administrators with technologies; increase in public enrollment and use.</p>
	<p><b>3. Identify additional CTR-affected jurisdictions and support their onboarding.</b></p> <p>Throughout the 2023-2025 biennium, WSDOT will review whether jurisdictions identified in the WAC qualify for the CTR program.</p>	<p>Improvement in process of reviewing and orienting CTR-affected jurisdictions.</p>
	<p><b>4. Identify additional CTR-affected worksites.</b></p> <p>Jurisdictions will expand access to TDM through affected worksites.</p>	<p>Increase in count of CTR-affected worksites.</p>
	<p><b>5. Update CTR budget and funding formula by June 2029.</b></p> <p>The state’s CTR budget was updated in 2023 and will be considered for update again in 2025. The 2025 budget will not be changed until 2029.<sup>13</sup></p>	<p>Action-based: Updated budget review process.</p>

<sup>13</sup>[TDM Technical Committee May 2023 meeting minutes.](#)

Outcome	Actions	Indicators
<p><b>B. Expand the CTR market to address equity.</b></p> <p>Provide TDM services in more places, to more people, with a focus on vulnerable populations in overburdened communities and tribes. Pursue legislation and funding necessary to expand services.</p>	<p><b>1. Support adoption of the Mobility Partnerships Grant proposal.</b></p> <p>The Mobility Partnerships Grant proposal would create a new state grant program focused on TDM and mobility for vulnerable populations in overburdened communities and tribes. The grant program would complement the State CTR Program and TDM projects funded locally and through the state’s Regional Mobility Grant Program.</p> <p>This proposal emerged through extensive stakeholder engagement in the 2019-2023 plan cycle to realize a consistent value for CTR practitioners. Its importance is supported and elevated by funding requirements.</p> <p>The grant program proposal was considered in the 2023 state legislative session but not included in the state’s transportation budget. TDM partners indicated that they plan to continue to pursue the proposal.</p>	<p>Increase in stakeholder support to realize legislative authorization of and funding allocation for the grant program.</p>
	<p><b>2. Extend and improve CTR tax credit program</b></p> <p>Explore and implement strategies to advance adoption of the CTR tax credit that further reduces the drive-alone rate of commuters.</p>	<p>Increase in application count among small businesses, pending tax credit extension by July 2024.</p>
	<p><b>3. Pursue Regional Mobility Grant Funding</b></p> <p>Submit applications for state Regional Mobility Grant funds to support transportation demand management projects focused on equity.</p>	<p>Increase in count of TDM grant applications.</p> <p>Amount of new grant awards.</p>
	<p><b>4. Increase awareness of and access to grants that support transportation demand management programs.</b></p> <p>Educate and build skills in pursuing grant awards that support transportation programs for the non-CTR affected population.</p>	<p>Increase in count of grant applications to TDM grant programs. Increase in new grant awards.</p>
<p><b>C. Produce more useful transportation behavior data</b></p> <p>Monitor, evaluate, and improve data collection. Operate performance measurement tools through means that generate high-quality data, lower administrative burdens, and improve user experience.</p>	<p><b>1. Maintain and evaluate data collection tools and analytics to lower the drive-alone rate.</b></p> <p>Through implementation of data analytics tools in the new CTR survey application, develop and refine data analysis, visualizations, and communications to support behavior change strategies.</p>	<p>Improved user satisfaction with data collection tools and data analysis.</p>

New outcomes, actions, and indicators

The table below proposes and explains the need for new outcomes for 2025-2029.

Outcome	Actions	Indicators
<p><b>D. Expand investment and service to advance equity and environmental justice.</b></p> <p>The TDM Technical Committee submitted The Commute Trip Reduction Law Update 2021– Evolution of a Proven Program to Better Address Equity and Climate to the Legislature in 2021. The report explored methods to increase access for travelers beyond those affected by the CTR law.</p> <p>Beyond this effort, the Legislature passed the 2021 Move Ahead Washington transportation funding package, which requires investments in vulnerable populations in overburdened communities and tribes. The CTR program’s priority to expand equity and the Legislature’s funding mandates require separate actions, but both expand access to transportation programs</p>	<p><b>1. Research, evaluate, and implement strategies that address environmental justice in alignment with the CCA requirements.</b></p> <p>In alignment with funding priorities and requirements of Move Ahead Washington and the CCA, research, implement, and evaluate strategies that may address requirements to serve vulnerable populations in overburdened communities and tribes.</p>	<p>Increase in resources to support development of strategies, including case studies, discussion, and guidance regarding strategies for serving vulnerable populations in overburdened communities.</p>
<p><b>E. Respond to shifting mobility patterns.</b></p> <p>In response to the COVID-19 pandemic, many employers shifted expectations for employees to physically report to an office. While the prevalence of telework is clear, the lasting effect on travel mode choice among CTR-affected workers may be in transition for some time and change regionally. Regardless of local changes, the CTR program must adapt to changing conditions.</p>	<p><b>1. In the 2023-2025 biennium, investigate whether or how priorities for TDM shift in response to changing commute patterns.</b></p> <p>Jurisdictions throughout the state have seen a transition in commuting behavior, and this shifts the focus of transportation services, infrastructure, and policy priorities.</p>	<p>Action-based: WSDOT to conduct investigation through engagement and CTR data collection.</p>
	<p><b>2. In the 2023-2025 biennium, investigate whether or how CTR guidance and program strategies should accommodate worksites that have changed their commuting practices.</b></p> <p>Within the boundaries of the CTR law, the CTR program may issue guidance that supports jurisdictions and worksites in reducing the drive-alone rate.</p>	<p>Action-based: WSDOT to conduct engagement and monitor local/regional planning efforts, which will inform the investigation.</p>
	<p><b>3. In preparation for the 2025-2029 plan cycle, review results of investigation into shifting mobility patterns, and, in collaboration with the TDM Technical Committee, identify whether or how program guidance should adapt in the 2025-2029 plan.</b></p>	<p>Action-based: WSDOT summarizes results of engagement and data collection and determines guidance/rules for accommodating worksites.</p>
<p><b>F. Reduce greenhouse gas emissions</b></p> <p>The State CTR Program encourages use of TDM across the state, which reduces greenhouse gas emissions by encouraging use of non-drive alone modes.</p>	<p><b>1. Advance the CTR program through encouraging mode shift from single-occupancy-vehicle travel.</b></p> <p>TDM strategies adapt to context, and stakeholders may select from large menu of strategies to encourage their adoption.</p>	<p>Decrease in greenhouse gas emissions as measured in the CTR data collection tool.</p>
	<p><b>2. Use data generated by the State CTR Program to demonstrate greenhouse gas measurement and progress.</b></p> <p>The State CTR Program’s data collection tool solicits information about commute modes, vehicle miles traveled, and vehicle fuel type. The resulting greenhouse gas measurement can be tracked for worksites, jurisdictions, and the state.</p>	<p>Increase in use of analytics generated by the CTR data collection tool to demonstrate greenhouse gas reduction progress.</p>

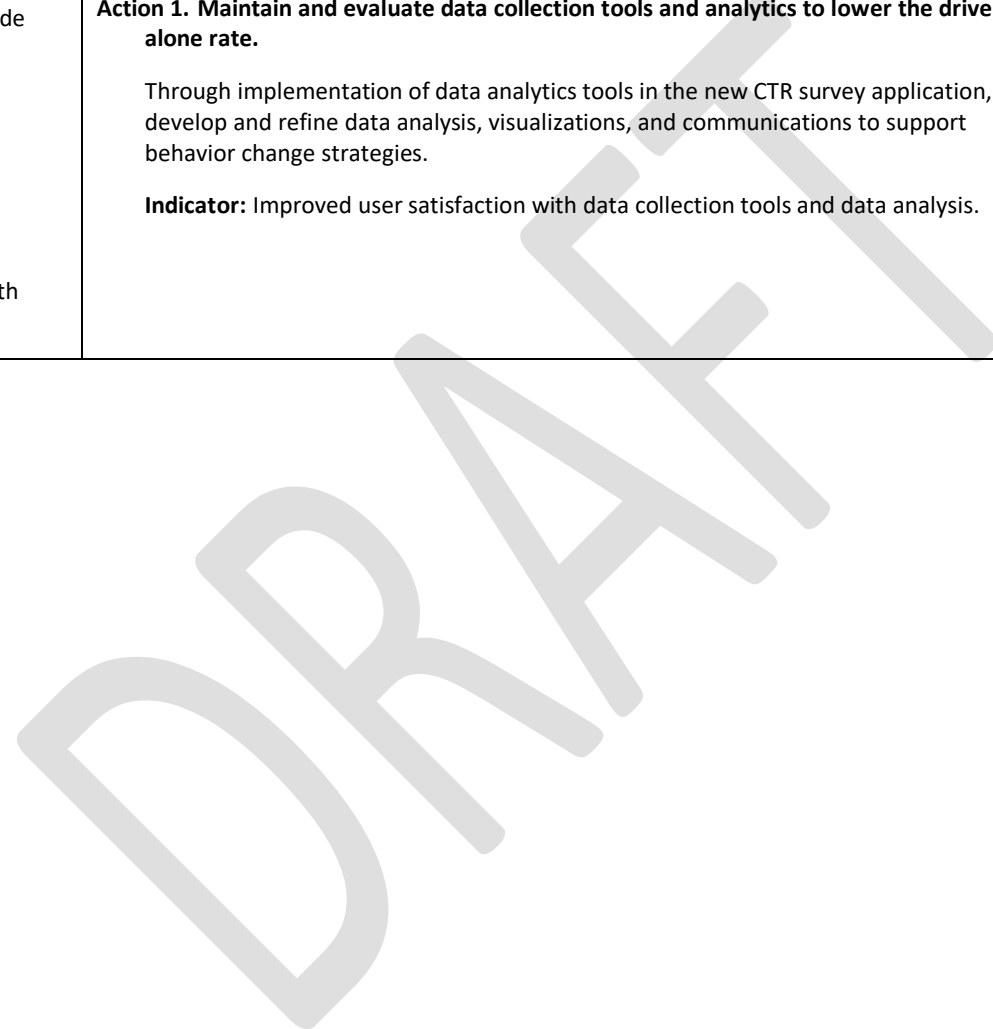
Appendix: 2019-2023 and 2023-2025 plan comparison

The following matrix places the first three outcomes and actions of the 2019-2023 TDM Strategic Plan alongside those of the 2025-2029 State CTR Plan. These are the outcomes and actions that were updated in the 2025-2029 State CTR plan, and the matrix demonstrates how they were updated.

2019-2023 outcomes, actions, indicators, and progress	2025-2029 outcomes, actions, and indicators	How was the outcome updated?
<p><b>Outcome A. Streamline program administration.</b></p> <p>Shift state and local program resources from administrative requirements to implementation functions that more directly affect travel behavioral change.</p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>Identify and pursue opportunities for streamlining and create efficiencies in the Statewide CTR Program. Pursue opportunities to improve methods and processes.</li> <li>When necessary, modify program administrative, measurement and policy requirements. Change policy, and WAC.</li> </ul> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>Reduced resources focused on administrative requirements.</li> <li>Increased Statewide CTR Program participation and performance.</li> </ul> <p><b>Progress</b></p> <p>The TDM Technical Committee didn't seek changes to policy or WAC; however, stakeholders focused efficiency investments in the administrative and measurement processes and tools that support the program. Examples include a new data collection tool, new training resources, new funding allocations, and remote collaboration practices.</p>	<p><b>Outcome A. Improve delivery of CTR programs.</b></p> <p>Throughout the 2019-2023 plan cycle, the TDM Technical Committee, jurisdictional implementers, and WSDOT pursued programmatic changes to benefit performance, advance customer experience, streamline program administration, and address resource constraints. The state and CTR practitioners will continue these improvements in 2025-2029.</p> <p><b>Action 1. Maintain and advance knowledge of and access to CTR resources among affected jurisdictions and their worksites.</b></p> <p>Continue to participate in activities that build expertise and strengthen the community of practice with a focus on CTR implementers and their ability to engage worksites. Continue to update CTR program documentation and guidance.</p> <p><b>Indicator:</b> Increase in resources allocated to multimodal transportation options at worksites throughout the state.</p> <p><b>Action 2. Improve effectiveness of technology used to support CTR.</b></p> <p>In the 2023-2025 biennium, WSDOT and implementers will complete a review of current technologies used to support ridesharing, marketing, incentives and other CTR functionality. They will determine an updated approach to these technologies and the state's role. They will implement this updated approach in 2025-2029.</p> <p><b>Indicator</b> Increase in satisfaction of CTR project administrators with technologies; increase in public enrollment and use.</p> <p><b>Action 3. Identify additional CTR-affected jurisdictions and support their onboarding.</b></p> <p>Throughout the 2023-2025 biennium, WSDOT will review whether jurisdictions identified in the WAC qualify for the CTR program.</p> <p><b>Indicator:</b> Improvement in process of reviewing and orienting CTR-affected jurisdictions.</p> <p><b>Action 4. Identify additional CTR-affected worksites.</b></p> <p>Jurisdictions will expand access to TDM through affected worksites.</p> <p><b>Indicator:</b> Increase in count of CTR-affected worksites.</p> <p><b>Action 5. Update CTR budget and funding formula by June 2029.</b></p> <p>The state's CTR budget was updated in 2023 and will be considered for update again in 2025. The 2025 budget will not be changed until 2029.</p> <p><b>Action-based indicator</b> Updated budget review process.</p>	<p>After a period of global and environmental change, the CTR program created new opportunities and responded quickly to shifting conditions. Opportunities to drive efficiency were reviewed and considered through 2019-2023, and the priorities became clearer for stakeholders. Accordingly, the outcome is more direct and precise to manage program administrative improvements.</p>

2019-2023 outcomes, actions, indicators, and progress	2025-2029 outcomes, actions, and indicators	How was the outcome updated?
<p><b>Outcome B. Provide more flexibility.</b></p> <p>Shift state program rules and guidance to allow local implementers to focus their limited resources on the most promising travel markets in their community (e.g., some large businesses, small businesses, non-commute trips, corridors, centers, outbound commuting, low-income and minority populations, shift workers, and students)</p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>Identify and pursue opportunities for flexibility in the Statewide CTR Program. Examine opportunities identified through high-performing state TDM programs – past and present – including local CTR pilots, Growth and Transportation Efficiency Centers, Trip Reduction Performance Program, construction traffic mitigation, etc.</li> <li>If necessary, modify program administrative, measurement and policy requirements. Change policy and WAC.</li> </ul> <p><b>Indicator</b></p> <ul style="list-style-type: none"> <li>Increased local and state program resources focused on behavior change.</li> </ul> <p><b>Progress</b></p> <p>The TDM Technical Committee considered alterations to the RCW that would broaden the trip market. Through collaboration and engagement, the committee determined not to change the RCW, but to develop the Mobility Partnerships Grant proposal for legislative consideration. The Legislature didn't accept the proposal in its 2023 session.</p>	<p><b>Outcome B. Expand the CTR market to address equity.</b></p> <p>Provide TDM services in more places, to more people, with a focus on vulnerable populations in overburdened communities and tribes. Pursue legislation and funding necessary to expand services.</p> <p><b>Action 1. Support adoption of the Mobility Partnerships Grant proposal.</b></p> <p>The Mobility Partnerships Grant proposal would create a new state grant program focused on TDM and mobility for vulnerable populations in overburdened communities and tribes. The grant program would complement the State CTR Program and TDM projects funded locally and through the state's Regional Mobility Grant Program.</p> <p>This proposal emerged through extensive stakeholder engagement in the 2019-2023 plan cycle to realize a consistent value for CTR practitioners. Its importance is supported and elevated by funding requirements.</p> <p>The grant program proposal was considered in the 2023 state legislative session but not included in the state's transportation budget. TDM partners indicated that they plan to continue to pursue the proposal.</p> <p><b>Indicator:</b> Increase in stakeholder support to realize legislative authorization of and funding allocation for the grant program.</p> <p><b>Action 2. Extend and improve CTR tax credit program</b></p> <p>Explore and implement strategies to advance adoption of the CTR tax credit that further reduces the drive-alone rate of commuters.</p> <p><b>Indicator:</b> Increase in application count among small businesses, pending tax credit extension by July 2024.</p> <p><b>Action 3. Pursue Regional Mobility Grant Funding</b></p> <p>Submit applications for state Regional Mobility Grant funds to support transportation demand management projects focused on equity. Increase in count of TDM grant applications.</p> <p><b>Indicator:</b> Amount of new grant awards.</p> <p><b>Action 4. Increase awareness of and access to grants that support transportation demand management programs.</b></p> <p>Educate and build skills in pursuing grant awards that support transportation programs for the non-CTR affected population.</p> <p><b>Indicator:</b> Increase in count of grant applications to TDM grant programs. Increase in new grant awards.</p>	<p>The intent of the outcome remains, but its operating initiative changed in response to stakeholder discernment. The TDM Technical Committee decided not to alter the CTR law because broadening the trip-market would further stretch resources for CTR-affected worksites and their jurisdictions. The desire for expanding the program persisted, and the Mobility Partnership Grant proposal was developed in response. Additionally, new policy and guidance initiatives were launched in the 2019-2023 planning cycle that inform programmatic actions to address this outcome in 2025-2029.</p>

2019-2023 outcomes, actions, indicators, and progress	2025-2029 outcomes, actions, and indicators	How was the outcome updated?
<p><b>Outcome C. Produce more useful transportation behavior data.</b></p> <p>Use high-quality data to enhance state and local decision-making and performance.</p> <p><b>Action</b></p> <p>Identify and pursue opportunities to improve the quality and efficiency of data collection, analysis and use.</p> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>• Increased Statewide CTR Program participation and performance (e.g., mode shift, energy conservation, air quality, and greenhouse-gas reductions).</li> <li>• Increased local and state program resources focused on behavior change.</li> <li>• Increased use of transportation behavior data and analysis to inform CTR programming, resulting in greater performance.</li> </ul> <p><b>Progress</b></p> <p>WSDOT sourced a new performance measurement system and collaborated with implementers to craft questions that best serve statewide and local needs.</p>	<p><b>Outcome C. Produce more useful transportation behavior data</b></p> <p>Monitor, evaluate, and improve data collection. Operate performance measurement tools through means that generate high-quality data, lower administrative burdens, and improve user experience.</p> <p><b>Action 1. Maintain and evaluate data collection tools and analytics to lower the drive-alone rate.</b></p> <p>Through implementation of data analytics tools in the new CTR survey application, develop and refine data analysis, visualizations, and communications to support behavior change strategies.</p> <p><b>Indicator:</b> Improved user satisfaction with data collection tools and data analysis.</p>	<p>WSDOT procured a new data collection tool to improve the customer experience of participating, managing, and using the results of the survey tool. The project team conducted an extended outreach and engagement process with stakeholders. Once launched, the data collection tool will be evaluated.</p>



## Acronyms

CCA	Climate Commitment Act
CTR	Commute trip reduction
HEAL Act	Healthy Environment for All Act
RCW	Revised Code of Washington
TDM	Transportation Demand Management
WAC	Washington Administrative Code
WSDOT	Washington State Department of Transportation

## Websites featured

2019-2023 TDM Strategic Plan	<a href="https://st2.ning.com/topology/rest/1.0/file/get/1485266090?profile=original">https://st2.ning.com/topology/rest/1.0/file/get/1485266090?profile=original</a>
RCW 70A.15.4060	<a href="https://app.leg.wa.gov/rcw/default.aspx?cite=70A.15.4060">https://app.leg.wa.gov/rcw/default.aspx?cite=70A.15.4060</a>
The Commute Trip Reduction Law Update 2021– Evolution of a Proven Program to Better Address Equity and Climate	<a href="https://tdmboard.com/wp-content/uploads/2022/03/2021-09-23-TDM-Tech-Comm-Final-CTR-Program-Report-September-2021.pdf">https://tdmboard.com/wp-content/uploads/2022/03/2021-09-23-TDM-Tech-Comm-Final-CTR-Program-Report-September-2021.pdf</a>
SHB 1514 – 2021-22, Sec.4	<a href="https://lawfilesexternal.leg.wa.gov/biennium/2021-22/Pdf/Bills/SessionLaws/House/1514-S.SL.pdf?q=20230629072147#page=5">https://lawfilesexternal.leg.wa.gov/biennium/2021-22/Pdf/Bills/SessionLaws/House/1514-S.SL.pdf?q=20230629072147#page=5</a>
Mobility Partnerships Grant proposal	<a href="https://tdmboard.com/wp-content/uploads/2023/03/WSDOT_Mobility_Partnerships_Flyer_Round-3-logos.pdf">https://tdmboard.com/wp-content/uploads/2023/03/WSDOT_Mobility_Partnerships_Flyer_Round-3-logos.pdf</a>
WSDOT’s definition of environmental justice	<a href="https://wsdot.wa.gov/about/environmental-justice">https://wsdot.wa.gov/about/environmental-justice</a>
Environmental Justice Council	<a href="https://waportal.org/partners/home/environmental-justice-council">https://waportal.org/partners/home/environmental-justice-council</a>
E2SSB 5141 - 2021-22	<a href="https://lawfilesexternal.leg.wa.gov/biennium/2021-22/Pdf/Bills/SessionLaws/Senate/5141-S2.SL.pdf?q=20230629103238">https://lawfilesexternal.leg.wa.gov/biennium/2021-22/Pdf/Bills/SessionLaws/Senate/5141-S2.SL.pdf?q=20230629103238</a>
RCW 70A.02	<a href="https://app.leg.wa.gov/rcw/default.aspx?cite=70A.02">https://app.leg.wa.gov/rcw/default.aspx?cite=70A.02</a>
E2SSB 5126 – 2021-22	<a href="https://lawfilesexternal.leg.wa.gov/biennium/2021-22/Pdf/Bills/SessionLaws/Senate/5126-S2.SL.pdf?q=20230629104044">https://lawfilesexternal.leg.wa.gov/biennium/2021-22/Pdf/Bills/SessionLaws/Senate/5126-S2.SL.pdf?q=20230629104044</a>
WSDOT Strategic Plan	<a href="https://wsdot.wa.gov/about/secretary-transportation/strategic-plan">https://wsdot.wa.gov/about/secretary-transportation/strategic-plan</a>
2021 Public Transportation Mobility Report, WSDOT, p. 65	<a href="https://tdmboard.com/wp-content/uploads/2023/02/2021-Public-Transportation-Mobility-Report.pdf#page=53">https://tdmboard.com/wp-content/uploads/2023/02/2021-Public-Transportation-Mobility-Report.pdf#page=53</a>



2021 Washington Energy Strategy, Washington Department of Commerce, p, 57.	<a href="https://www.commerce.wa.gov/wp-content/uploads/2020/12/Washington-2021-State-Energy-Strategy-December-2020.pdf#page=57">https://www.commerce.wa.gov/wp-content/uploads/2020/12/Washington-2021-State-Energy-Strategy-December-2020.pdf#page=57</a>
RCW 70A.45.020	<a href="https://apps.leg.wa.gov/rcw/default.aspx?cite=70A.45.020">https://apps.leg.wa.gov/rcw/default.aspx?cite=70A.45.020</a>
RCW 47.04.440	<a href="https://apps.leg.wa.gov/rcw/default.aspx?cite=47.01.440">https://apps.leg.wa.gov/rcw/default.aspx?cite=47.01.440</a>
TDM Technical Committee March 2023 meeting minutes	<a href="https://tdmboard.com/wp-content/uploads/2023/05/2023-04-05_TDM-Tech-Comm-Meeting-Minutes.pdf">https://tdmboard.com/wp-content/uploads/2023/05/2023-04-05_TDM-Tech-Comm-Meeting-Minutes.pdf</a>
TDM Technical Committee May 2023 meeting minutes	<a href="https://tdmboard.com/wp-content/uploads/2023/06/2023-05-03_TDM-Tech-Comm-Meeting-Minutes-OPT.pdf">https://tdmboard.com/wp-content/uploads/2023/06/2023-05-03_TDM-Tech-Comm-Meeting-Minutes-OPT.pdf</a>

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**Macluumaadka Xeerka Naafada Marykanka (ADA)**

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