

Exhibit A
Ordinance No. 26-___

Snohomish County Commute Trip Reduction (CTR) Four-Year Plan: 2025– 2029

June 30, 2025



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Abbreviations

ACS	American Community Survey
Census	U.S. Census Bureau
Comprehensive Plan County	Snohomish County Comprehensive Plan Snohomish County
CTR	commute trip reduction
ETC	Employee Transportation Coordinator
PSRC	Puget Sound Regional Council
RCW	Revised Code of Washington
RTPO	regional transportation planning organizations
TE	Transporation Element
WAC	Washington Administrative Code
WSDOT	Washington State Department of Transportation

Summary

The Commute Trip Reduction (CTR) Plan for Snohomish County outlines policies and strategies to improve air quality and reduce traffic congestion through employer-based transportation programs that encourage the use of alternatives to single-occupant vehicle trips for commute purposes. This plan, as well as previous CTR plans and ordinances, has been developed to meet the requirements of the Washington State Commute Trip Reduction Act (RCW 70A.15) initially adopted in 1991.

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

This plan applies to major employers in unincorporated Snohomish County who employ 100 or more full-time employees at a single worksite and who are scheduled to begin their workday on weekdays between 6:00 a.m. and 9:00 a.m. The plan also applies to voluntary employers who choose to participate in the program even though they do not meet the criteria to be affected.

Building upon the accomplishments of the existing commute trip reduction program, as well as other successful Transportation Demand Management (TDM) strategies, the plan outlines strategies that Snohomish County, along with other agencies, will implement to assist employers in meeting the goals of the plan. Revisions are also being made to the Commute Trip Reduction Ordinance (SCC 32.10) to coincide with this update.

PROGRAM HISTORY

Since Washington State Commute Trip Reduction Act (RCW 70A.15) was adopted in 1991, jurisdictions in Snohomish County have partnered with state, regional and local agencies to implement employer trip reduction programs. In 1993, Snohomish County adopted its first CTR ordinance. Since then, minimal changes have been made to that ordinance. In 2006, the Washington State Legislature passed the Commute Trip Reduction Efficiency Act (RCW 70A.15.4000) which focused the CTR program on urban growth areas that were experiencing the greatest automobile-related air pollution and traffic congestion.

PAST PROGRAM PERFORMANCE

The CTR program performance analysis below shows the commute habits of approximately 26,000 employees from CTR affected major employers in nine Snohomish County jurisdictions in 2024.

Table 1 compares employee commute information from the 4th quarter of 2014 with associated information from 2015. The comparison shows that commuters at these worksites chose to take almost 15,000 more non-drive alone commute trips during that period, more than a 15% improvement.

Benefits of CTR

1. Local Land Use and Transportation Context

Snohomish County is located in northwestern portion of Washington on the eastern side of the Puget Sound. Established in 1861, it currently has 827,957 total residents and 364,395 residents within unincorporated County (according to the 2020 census). Employment estimates for the county include 295,816 total jobs and 57,173 jobs within unincorporated county (according to 2019 data), which generates a significant amount of commuter traffic throughout the County and particularly along the I-5 corridor and County arterials within Snohomish County's Urban Core Subarea.

Increases in population and employment, along with associated land use changes, drive increased travel demand. They also contribute to congestion and a need for capacity improvements across transportation modes: roadway, active transportation, and transit. Public transit is most efficient where population and employment are concentrated in dense neighborhoods and commercial centers. Urban site design can contribute to transit efficiency through development standards that allow transit vehicles to circulate, pick up passengers, and park.

The County provides different types and levels of transportation services to urban and rural areas. People in rural areas traveling to jobs dispersed within or outside the County tend to drive personal vehicles alone because other modes are unavailable or are not time- or cost-effective. This is mainly because it is usually prohibitively expensive to serve low-density areas with traditional, fixed route public transit. Longer distances between homes and work or businesses, combined with the region's challenging topography and climate, also make walking or cycling less of an option.

a. Land Use Features that Affect Commuters

Historically, Snohomish County has been primarily characterized by single-family homes in both urban and rural areas. However, there's been a noticeable increase in renters opting for multi-family housing over the past several decades, particularly in the unincorporated Southwest Urban Growth Area (UGA) and the Urban Core Subarea. This shift is influenced by the Growth Management Act (GMA), which has led to concentrated development in the urban portions of the County. In response, part of the County's growth strategy is to promote diverse housing options by encouraging higher density developments in compact communities, supported by robust multimodal infrastructure. These efforts are concentrated in the Southwest UGA and Urban Core Subarea, focusing on transit routes, including the bus rapid transit route provided by Community Transit and Sound Transit, as well as future light rail expansions.

- **The Snohomish County Countywide Centers** are designed to be easily accessible by public transportation, prioritizing pedestrian, and bicycle mobility. These areas are designated in the County's comprehensive plan and are designed to encourage an urban mix of uses, including high-density housing, employment opportunities, and various amenities such as services, public spaces, and entertainment venues. Emphasis is placed on pedestrian and transit-oriented design,

with Urban Centers connected by designated Transit Emphasis Corridors, currently boasting high levels of transit service.

- **Regional Manufacturing/Industrial Centers** are concentrated employment zones characterized by intensive manufacturing and industrial activities, often in large contiguous blocks. These centers, primarily situated around the Paine Field Airport in unincorporated Snohomish County, are less conducive to pedestrian activity due to their layout and typically offer ample free parking. Accessing these areas efficiently via transit can be challenging, particularly as most are located more than half a mile away from existing transit services along Airport Road. Employers in this area are primarily clustered along Beverly Park Road and other zones in the south-central airport area.

b. Transportation Facilities and Services that Affect Commuters

Lack of affordable housing near transit and worksites continues to impact commuters as the further away they live, the more inaccessible transit becomes. A lack of density along transit corridors means that transit is not as accessible as it could be for many. Transit facilities and land use features also impact ridership, specifically lack of safe, accessible sidewalks (particularly for riders who rely on mobility devices) or well-lit, sheltered bus stops. Many areas lack sheltered bus stops or adequate sidewalk space, particularly in more rural areas that are outside the main transit corridors to larger population centers.

Coming transit improvements include the arrival of light rail, more frequent local bus service, new Bus Rapid Transit lines, and better options for on-demand ridesharing—all of which will make transit more convenient and cost effective. Meanwhile, bicycle and pedestrian improvements will make it easier to access these transit improvements. Even those who continue to travel in single-occupant vehicles will do so in different ways, including an increased reliance on electric and automated vehicles.

Transit has included additional transit service to this area in their transit development plan. Meanwhile, the Snohomish County Transportation Element (TE) contains projects and strategies that are focused on completing and improving the infrastructure systems for all transportation modes. This focus will facilitate commuter access to non-drive-alone modes. These projects include:

- Support of the expansion of high-capacity transit;
- Adding to the County's system of business access and transit lanes;
- Improving the active transportation network through investments that make walking and bicycling safer, more comfortable, and more convenient;
- Developing a level of service standard (LOS) that measures the performance of all modes of transportation, not just automobiles, and
- Continuing Transportation Demand Management (TDM) strategies that reduce reliance on single-occupant vehicles.

Utilizing a VMT-based funding mechanism that will supplant the dwindling motor vehicle fuel tax. Charging travelers for each mile traveled discourages personal vehicle travel—as such, it works as a form of transportation demand management.

c. Commuting Patterns That Have Changed in the Past Few Years

The COVID-19 pandemic greatly impacted commuting patterns, decreasing ridership significantly across the County as a whole. However, ridership is increasing, with more consistent times and peaks throughout the day and week. Transit agencies have observed that one of the greatest changes is the fact that there are less peaks on weekdays and traditional commuting hours, rather ridership is more spread throughout the day and the weekend. This reflects a change in traditional working hours, flexibility in remote work, and the use of transit for more weekend activities.

The travel behavior of people who live and work in Snohomish County is expected to shift over the next 20 years. While auto travel is likely to remain the primary transportation mode over the 4-year life of the 2025-2029 CTR plan, new transit service and emerging technologies in the coming decades will induce greater numbers of people to choose alternatives to auto travel.

Coming transit improvements include the arrival of light rail, more frequent local bus service, new Bus Rapid Transit lines, and better options for on-demand ridesharing—all of which will make transit more convenient and cost effective. Meanwhile, bicycle and pedestrian improvements will make it easier to access these transit improvements.

While it is evident that these changes *will* affect travel behavior the pace of technological change makes it impossible to quantify how much, how soon, or in exactly what fashion. For this reason, the County will continue to monitor these and other still-surfacing trends and their impact on the transportation system.

d. Emerging Commuting Trends

Rideshares and Microtransit

Recent years have seen a marked surge in reliance on rideshare services, such as Lyft and Uber. Although the long-term impact of rideshare services is difficult to predict, two local transit agencies, King County Metro and Community Transit, have invested in pilot rideshare programs known as microtransit, a form of demand-responsive service that typically carries a handful of passengers at a time.

Microtransit has become more feasible thanks to scheduling and routing technology that allows users to request service using their smartphones or other electronic devices and allows drivers to find the most efficient routing among passengers and their destinations using GPS. Service areas can be designed to support larger-scale transit operations by providing rides to and from transit stations and park & ride lots.

Electric Bicycles

Electric bicycles (e-bikes), which include both pedal-assist bicycles and bicycles with a throttle, also have the potential to shift travel behavior. Studies indicate that people with e-bikes use them twice as often as traditional bicycles. This is due to several factors, including the fact that they can be used by people with lower levels of fitness and comfort with traditional bicycles. E-bikes also help overcome some of the barriers to bicycling, such as Snohomish County's steep hills, as well as allowing commuters to bike to work without having to shower afterward. Finally, e-bikes allow users to travel longer distances more comfortably.

Telework

Snohomish County, with the rest of the world, saw a surge in teleworking during the COVID-19 pandemic. Post-pandemic, regional commute behavior has fluctuated significantly. The Puget Sound Regional Council found that working from home rates increased from 6% in 2017, to 27% in 2021. The rate at which people work from home at least one day a week rose from 16% in 2017, to 20% in 2019, climbing to 31% in 2021.

e. Commute Trip Reduction Related Land Use and Transportation Objectives

Increases in housing density, completion of the multi-modal infrastructure systems, and vehicle miles traveled reductions are well supported by the CTR program. This also includes:

- Support essential workers and people with special transportation needs. Expand the program to support more multimodal transportation options throughout the County for essential workers; shift workers; and people with special transportation needs, including historically marginalized communities, people with low incomes and/or disabilities, and tribal members.
- Address urban congestion, especially in the Urban Core Subarea. Strengthen the program by providing current CTR jurisdictions greater flexibility to specifically address congestion at all hours.
- Enable expansion to new locations. Provide resources to enable the expansion of CTR beyond current locations to address major congestion anywhere on the transportation system (e.g., congestion during weekends, events, or seasonal activities).

f. Critical Aspects of Land Use and Transportation that Should Be Sustained

Placement of transit-compatible land uses and transit-supportive investments by the County in centers, along transit-emphasis corridors, and in BRT and light rail station areas. Land use designation and zoning that provides for transit-supportive development densities and mixed-use development along transit-emphasis corridors and in BRT and light rails station areas. The provision of street network connectivity by improving the motorized and nonmotorized environment by enhancing the safety of convenient pedestrian and bicycle access to transit along transit corridors and connecting transit corridors, transit stations, transit centers, and activity centers with neighborhoods through development review and through capital projects.

g. Key Changes that Should Be Considered

Access and mobility for public transit users, pedestrians, and bicyclists within unincorporated Snohomish County should continue to be enhanced to curb the reliance on automobiles. Snohomish County should continue to collaborate with the cities, WSDOT, and tribes to identify and develop bicycle routes and neighborhood pedestrian paths and walkways that connect to major centers, high-capacity transit, and other major destinations within Snohomish County and the region. The County

shall continue to invest in active transportation improvements within and between urban centers that serve public transit station areas within transit emphasis corridors.

2. Supporting Land Use and Transportation Objectives Through CTR

The presence of a designated Urban Core in unincorporated Snohomish County which contains higher population densities, helps promote walking, biking, and transit use which are key elements aiding CTR initiatives. These transportation modes align with the County's objectives, such as improving air quality and reducing greenhouse gas emissions (GHG). Strengthening the Urban Core through increased density is essential for meeting growth targets, and CTR plays a crucial role in achieving these targets by facilitating better access to transit, biking, walking, and microtransit options.

The land use and transportation strategies for urban development within Snohomish County is to produce dense, compact communities focusing on increasing housing density and retail with multimodal infrastructure, amenities, and services that offer more opportunities for people to commute via non-drive-alone modes thus discouraging single occupant vehicle trips and reduce vehicle miles traveled.

3. Supporting Snohomish County's Environmental Objectives

Given that almost all CTR affected employers are located in or near the Urban Core, implementing a robust CTR plan will alleviate congestion on roads within unincorporated Snohomish County. Consequently, this will enhance pedestrian and bike networks while reducing the dependence on widening roads. It enables sustainable growth while preserving land and improving the pedestrian and bike infrastructure.

Reducing GHG emissions is important in meeting the Puget Sound Clean Air Agency's regional target for GHG emissions reductions. On-road transportation activities accounted for 34% of Snohomish County's total community-wide GHG emissions in 2019, most of which came from passenger vehicles. Primary approaches to reducing GHG emissions include reducing vehicle miles traveled through the expansion of multimodal transit systems, including rideshare and non-motorized infrastructure.

Environmental concerns – CTR will help to address concerns over air pollution, depletion of natural areas, and other environmental impacts by reducing the demand for automobiles. For each car that is taken off the road, there is a significant benefit to the environment.

Avoiding the costs of roadway expansion – The cost of expanding roadways is increasing. In many cases it is more cost effective to manage demand than to continue expanding supply.

Meeting the needs of increased urbanization – By 2035, the Snohomish County population is expected to grow by over 230,000 and employment is estimated to increase by almost 150,000 jobs. Most of this growth will go to the areas that are already urbanized. These are also areas where traffic problems are significant and alternative modes can be effective.

Snohomish County's Comprehensive Plan also contains numerous goals, objectives, policies, and strategies aimed at improving the County's environment.

4. CTR in the Region

a. Regional & State Benefits

By emphasizing transportation investments, CTR programs will help support regional growth and support the TDM priorities within PSRC's Regional Transportation Plan by focusing on expanding non-motorized network infrastructure thus decreasing the dependence on single-occupancy vehicle travel. CTR will also help encourage the improvement of connections for all modes of travel as the continued growth of people and jobs will increase pressure on the region's transportation system. Additional transportation infrastructure and services should be prioritized for areas expected to accommodate the most growth. This includes investments to support continued growth around regional centers and high-capacity transit station areas and encouraging shifting personal mode choice to vanpools, transit, biking, and telework. These efforts will streamline the delivery of all CTR initiatives, aligning with both regional and state CTR objectives.

CTR will address traffic congestion, air pollution, and fuel consumption by reducing trips during peak and off-peak commute periods. Both the state and region share the goal of reducing greenhouse gas emissions. Every commute trip that is shifted to a non-drive alone mode through the County's CTR program reduces greenhouse gas emissions.

The requirements of the CTR program to consider state, regional and adjacent community goals naturally foster interagency collaboration which, in turn, yields a more integrated and robust multimodal transportation system, including bicycle and pedestrian facilities, and overall street pattern and design that better meets the travel needs of all citizens.

b. Adjacent CTR-Affected Cities and Counties

- City of Arlington
- City of Bothell
- City of Edmonds
- City of Everett
- City of Lynnwood
- City of Marysville
- City of Monroe
- City of Mountlake Terrace
- City of Mukilteo
- Unincorporated King County
- Unincorporated Kitsap County

- Unincorporated Pierce County
- City of Seattle
- City of Shoreline
- City of Bellevue
- City of Redmond

c. The Top Few Cross-Border and Regional Transportation Issues that Affect Snohomish County.

The primary issue currently affecting cross-border transportation is local bus service that crosses county lines, especially between Snohomish and King County. Also, the continuity of service between the city of Everett and the rest of Snohomish County, since Everett is served by Everett Transit and the rest of the county by Community Transit. An area that is most affected the within Snohomish County is around 128th Street SW and the city of Everett border with limited and disconnected local bus service. From an employee standpoint, residents who live between two borders have less public transit options and may need to transfer between two transit bus provider systems.

d. The Strategies Snohomish County, Adjacent Cities and Counties, and the Region Have Agreed to Use to Address the Top Issues Described in Section 4c

Better transit planning for continuity of service in jurisdictional border areas.

Performance Targets

5. CTR Performance Targets

a. Performance Targets that Reflect Only CTR-Affected Worksites

Weighted average drive-alone rate of 69 percent or less for CTR-affected worksites at the jurisdictional level. Weighted average Drive-alone rate (DAR) of a locally specific percent for CTR-affected worksites at the jurisdictional level. – (option 3)

b. Additional Performance Targets

None

6. Base Values for Each Performance Target

a. The Baseline Number

Performance targets will be tied to the CTR survey. Snohomish County will establish a base value during the 2023-2025 survey cycle and measure progress using 2025-2027 survey results.

7. Method Used to Determine the Base Value for Each Target

a. The Source for Each Base Value Listed

Performance targets will be tied to the CTR survey. Snohomish County will establish a base value during the 2023-2025 survey cycle and measure progress using 2025-2027 survey results.

8. How Snohomish County Will Measure Progress Toward Each Target

a. The Method Used to Measure Progress for Each Target

Performance targets will be tied to the CTR survey. Snohomish County will establish a base value during the 2023-2025 survey cycle and measure progress using 2025-2027 survey results.

9. CTR-Affected Worksites in Snohomish County

a. List of CTR-Affected Worksites

	Work Site	Address	Status
1.	Alderwood Water & Wastewater District	3626 156 th St, Lynnwood, WA	Affected
2.	Aviation Technical Services (ATS)	11323 30 th Avenue West, Everett, WA	Affected
3.	The Boeing Company	3100 112 th St SW, Everett, WA	Affected

4.	Collins Aerospace	11404 Commando Rd, Everett, WA	Affected
5.	Crane Aerospace & Electronics	16700 13th Place W, Lynnwood, WA	Affected
6.	Cypress Semiconductor Corporation	2700 162nd Street SW, Lynnwood, WA	Affected
7.	Korry Electronics	11910 Beverly Park Rd, Everett, WA	Affected
8.	Partner Therapeutics Lynnwood	2625 162 nd St SW, Lynnwood, WA	Affected
9.	Qualitel Corporation	11831 Beverly Park Rd BLDG A, Everett, WA	Affected
10.	Reid Middleton	728 134 th St SW #200, Everett, WA	Affected

*Program List as of 06/05/2024

10. Performance Targets for Each CTR-Affected Worksite

a. Performance Targets Established during the 2023–2025 Survey Cycle

Performance targets will be tied to the CTR survey. Snohomish County will establish a separate base value for each employer during the 2023-2025 survey cycle and measure progress using 2025-2027 survey results.

11. Base Value for Each Site

a. List of Base Values Established during the 2023–2025 Survey Cycle

A base value will be established for each employer during the 2023-2025 survey cycle.

Services and Strategies

12. Strategies to Achieve CTR Targets

To help achieve the goals and targets of the CTR plan, Snohomish County will revise the CTR ordinance to require affected employers to implement additional measures designed to increase the percentage of employees using some or all of the following modes: transit; vanpool; carpool; bicycle or walking; telework, compressed work week, or flexibly work schedule; and other non-single occupant vehicle modes. The revised ordinance will require affected employers to choose at least five of the following measures including one from each category. Alternative measures may be submitted by the employer to the CTR Implementer for review and approval.

Commuting Support and Incentives

- Subsidized or free transit passes for employees.
- Pre-tax payroll deductions for transit or vanpool expenses.
- Provision of subsidies for carpooling or vanpooling.
- Incentives rewarding avoidance of single-occupancy commuting such as gift cards or a parking cash-out program.
- Guaranteed ride home programs for emergencies.
- Shuttle services from transit stations to the workplace.
- Employer telework program.
- Flexible or compressed workweek schedules.
- Options for working at alternative sites closer to employees' homes.
- Incentives for walking or biking, such as gift cards or discounts on outdoor gear.
- Rideshare matching events for vanpools and carpools.

Information and Education

- Commute options information and orientation for new hires.
- Communication plan for sharing print and digital information on the employer's CTR program.
- Information on commute options and resources displayed in common areas at the workplace and/or available online or by mobile app.
- Educational campaigns on the benefits of alternative commuting.
- Outreach campaigns to promote walking or biking, such as a "bike to work" month.
- Workshops or fairs promoting sustainable transportation options.
- Personalized travel planning assistance for employees, which could include guidance on transportation benefits, planning routes, or finding rideshare partners.
- Real-time transit information display at the workplace or in a centrally accessible location.

Amenities and Infrastructure¹

- Preferential parking for carpoolers and vanpoolers.
- Amenities for bike commuters including secure bike storage, showers, or bike repair stations.
- Onsite amenities like a cafeteria, fitness center, micro-market, or daycare to reduce off-site trips.
- Provision and maintenance of electric vehicle charging stations.
- Parking space for carshare vehicles or company-owned cars for employee use.

13. Supporting CTR-Affected Employers

Key steps to reduce commute trips for CTR-affected employers include promoting more transit-oriented development for affordable housing, improving infrastructure around transit locations, and marketing around the time saving benefits of transit. Jurisdictions and their transit service providers should also coordinate with major employers to promote a shared understanding and coordination around CTR planning and service times.

Currently through agreements with Snohomish County and the Washington State Department of Transportation (WSDOT), the CTR Implementer is responsible for employer outreach, education and training, technical assistance, marketing incentives, program review, and administration of the employer data collection process. This agreement tasks the CTR Implementer with acting as the liaison between Snohomish County and major affected employers and, with the County's assistance, will prepare CTR notification documentation, determinations of good faith effort, and make enforcement recommendations.

The CTR Implementer also manages and implements complimentary and mutually reinforcing transportation demand management programs, including partnerships with multifamily communities, youth focused partnerships with schools and youth-serving organizations, and field marketing at neighborhood events. This work is supplemented by the County's transportation demand management ordinance that requires new multifamily development to implement a program designed to reduce single occupancy vehicle travel.

Through long-term agreements with each CTR-affected jurisdiction and WSDOT, the CTR Implementer works with CTR-affected and voluntary employers to develop and successfully implement CTR programs. This assistance includes:

- Employee Transportation Coordinator (ETC) Development and Support - The ETC is an integral part of the trip reduction program. Their job duties should include coordination of annual fairs, conducting promotions, distributing information, notifying the CTR Implementer about program changes, and the collection and reporting of data. The CTR Implementer provides training courses, networking meetings, and other assistance to the ETC designed to help meet the requirements of the program and increase the success of this key person.
- Reporting - Submit quarterly progress reports that adequately and accurately assesses the progress made in implementing CTR requirements in Chapter 70.94 RCW.
- Program and Strategy Development - The CTR Implementer provides consultation with employers to help worksites design and develop appropriate trip reduction strategies. Strategies may include carpool and vanpool programs, parking management, incentives

¹ Worksites located next to other employers may wish to partner to provide shared commuting amenities and distribute costs and benefits more broadly.

programs, bicycling and walking programs, alternative work schedules, and telework programs.

- Promotions – The CTR Implementer works with employers to design and conduct promotions, on-site transportation fairs, and other special events to increase awareness and use of commute alternatives. Assistance includes design and provision of materials, promotional items, staffing information booths and on-site ride matching.
- Incentives – Community Transit provides incentives to employees at affected worksite, such as the quarterly Smart Commuter Rewards program, to encourage the use of non-drive alone commute modes.
- Guaranteed Ride Home – Through an agreement with the employer, Community Transit offers emergency transportation to employees who choose an alternative to driving alone.
- Transit Pass Programs – Community Transit can work with employers to help identify appropriate ORCA Business Account programs for worksites.
- Affordable Transportation Alternatives – Community Transit provides affordable transportation alternatives to single occupancy vehicle commuting.
- Vanpool Services – Community Transit operates one of the largest vanpool programs in the nation. Vans are provided to groups of 5-15 commuters who pay a monthly fare based on travel distance and number of passengers.
- Transit Services – Community Transit, Everett Transit and Sound Transit provide bus and commuter rail service within Snohomish County. Community Transit staff assists ETCs with identifying potential riders, planning individual trips and marketing specific routes. Transit schedules and on-site transit pass programs are also available.

14. Barriers to Achieving CTR Targets

- To address barriers to achieving CTR targets, unincorporated Snohomish County must confront several key issues. In the online open house held April 18 - May 18, 2024, respondents living and working in unincorporated Snohomish County indicated a heavy reliance on personal vehicles, with many respondents facing difficulties due to long commute times and insufficient transit options. Respondents noted that current public transportation services often fail to align with their schedules or destinations. Safety concerns also deter respondents from walking, biking, or using public transit, and respondents shared worries about high vehicle speeds and inadequate infrastructure. Additionally, respondents shared that the lengthy commute times associated with alternative transportation modes discourage their use, especially when public transit proves to be slower than driving. Limited employer support for remote work further exacerbates the issue. Moreover, respondents shared that personal circumstances such as the need to run errands during breaks or drive home contribute to personal vehicle reliance.
- **Incomplete Active Transportation Network:** Many of the CTR affected work sites, including in the regional growth center, have limited access for active transportation modes due to gaps in the active transportation infrastructure networks (sidewalks, trails, bikeways, safe crossings.)
 - **Strategies to Address This:** The County will continue to seek funding and other strategies to develop the active transportation network, especially to/from CTR affected jobsites. Within the Snohomish County Transportation Element are many

strategies and active transportation improvements to improve the active transportation network.

- **Available Transit Service:** Some of the CTR affected work sites do not have frequent transit service within walking distance. The lack of frequent transit service makes the development of an effective CTR program difficult and complicates the ability of the affected employer to achieve CTR performance targets.
 - **Strategies to Address This:** The CTR Implementer will review the availability of frequent transit access to each of the affected employer sites. Where frequent transit is not available the CTR Implementer will consider provision of improved transit to these sites as part of future fixed route service changes. Where the provision of frequent fixed route transit service to the affected employer is not feasible or practicable, The CTR Implementer will consider the provisions of on-demand microtransit to serve the employer.
- **Employee Transportation Coordinator (ETC) Turnover and Insufficient Employer Investment:** Designation of an employee transportation coordinator is the responsibility of the CTR-affected employer. Often these duties are tacked onto a wholly unrelated job with no internal support. Lack of major employer cooperation and investment in CTR worksite programs and lack of support for their appointed employee transportation coordinators is a frequent and universal CTR barrier. The employer and ETC are the backbone of CTR programs. But at many sites the ETC is not given the opportunity to succeed because of lack of time and resources.
 - **Strategies to Address This:**
 - The County will designate a CTR coordinator to assist the CTR Implementer as they identify and notify new CTR affected worksites of requirements, and as the CTR Implementer determines whether the employers is demonstrating a good faith effort to achieve targets. As appropriate, the County will implement enforcement actions as outlined under the Commute Trip Reduction Ordinance (SCC 32.10).
 - The County's CTR coordinator will assist the CTR Implementer to implement a program to inform top managers of CTR affected work sites on the importance and legal requirements of the CTR program and support for the ETC.
- **Single-Occupancy Trips from Smaller Jobsites and multifamily development:** The State's CTR law only affects larger jobsites (100+ employees), but many peak hour single-occupancy trips are from employees working for smaller jobsites.
 - **Strategies to Address This:** The County will assist the CTR Implementer as they provide outreach to smaller jobsites on the benefits of implementing a program to discourage drive alone trips. The program will encourage businesses with 20 or more employees to allow their employees the opportunity to make a monthly pre-tax payroll deduction for transit or vanpool expenses or to offer transit passes. This overall effort will encourage commuters to use transit or vanpool to reduce traffic congestion and carbon emissions. Because the deduction is pre-tax, the law has the added benefit of lowering costs for both workers and businesses.

- Where transit service to smaller jobsites and multifamily development are not available, Community Transit will consider improving service as part of their service changes or will consider service using on-demand microtransit.
- The County will review and potentially revise the transportation demand management ordinance that requires new multifamily development to implement a program designed to reduce single occupancy vehicle travel.

15. Transportation Demand Management Snohomish County Plans to Use to Deliver CTR Services and Strategies

- **Rideshare Online:** Employee Transportation Coordinators (ETC) use the Rideshareonline.com platform to join and form carpools and vanpools, and for trip logging in support of non-drive alone incentives.
- **WSDOT CTR Survey Tool:** The CTR RideAmigos tool is used for data collection purposes including biennial CTR surveys and worksite program reports.
- **Land Use:** Changing land use zoning to support transit-oriented development.
- **Promotions:** Promoting events like Bicycle Month.
- **TDM Development Code:** The County will review and potentially revise the transportation demand management ordinance that requires new multifamily development to implement a program designed to reduce single occupancy vehicle travel.

16. Snohomish County’s Local CTR Ordinance

Snohomish County will implement this plan through the review and revision of the County’s CTR ordinance (SCC 32.10) that was originally adopted in 1993. Because of the complexity of the original ordinance, burden that this complexity could place on CTR affected employers, and changes in the state CTR law, the revision is likely to be extensive. There is more on this in the implementation section.

17. Snohomish County’s Financial Plan

a. The Estimated Average Annual Costs

Table: Estimated Average Annual Costs

Activity	Estimated Average Annual Cost
Employer Engagement*	\$11,228
Commute Trip Reduction 4-year plan	\$3,743
Performance Reporting**	\$2,495
Administration***	\$7,485
Total	\$24,950

*Includes identifying worksites and employee transportation coordinators, conducting training, providing technical assistance, and reviewing employer CTR plans.

** Includes worksite surveys, program reports, and periodic request for information from WSDOT, jurisdictions, and stakeholders.

*** Includes financial and program management; jurisdiction coordination with Community Transit, involvement in interagency implementation meetings, WSDOT coordination, TDM Technical Committee coordination, and transit service planning.

b. Likely Funding Sources, Public and Private, to Implement the Plan

Table: Estimated Average Annual Revenue

Source of Revenue	Estimated Average Annual Revenue
WSDOT	\$24,950

18. Implementation

Snohomish County will do the following strategies to implement this Plan:

- **Ordinance Revisions:** Snohomish County will revise the Commute Trip Reduction Ordinance (SCC 32.10) to be consistent with this plan.
- **CTR Implementer:** Snohomish County will continue to contract with a transit agency or Transportation Management Association (TMA) as the implementing agency. The implementing agency will manage and implement this CTR plan and the CTR ordinance.
- **Establish a CTR Coordinator:** Snohomish County will develop a CTR Coordinator position in County staff to work with the agency implementing the CTR plan and ordinance. The primary responsibility of the position will be to coordinate with the implementing agency and to take the lead when it becomes necessary to enforce provisions in the CTR ordinance. **Revise the TDM Development Code to provide Greater Assistance to Multifamily Residences:** Snohomish County will review and potentially make revisions to the County's Transportation Demand Management development requirements under the Concurrency and Road Impact Mitigation Ordinance (SCC 30.66B). **Provide Services to Smaller Employers and Multifamily Residential:** Snohomish County will assist the implementing agency as they implement an outreach program to smaller employers and multifamily residences. Services could also include improved fixed-route transit service or provision of on-demand microtransit to these smaller employers and multifamily residences.
- **Active Transportation Improvements to/from CTR Jobsites:** Snohomish County will identify high-priority improvements needed to improve active transportation to/from CTR jobsites.
- **Review Transit Service Deficiencies:** Snohomish County will work with Community Transit as they review the quality of transit service to affected employers and work to address deficiencies through future service plan changes. Deficiencies may be addressed through improved fixed-route service or through the provision of on-demand micro transit.

19. Snohomish County’s Implementation Schedule

a. Timeline for Anticipated Projects and Actions

Project Name	Start	End
Ordinance Revisions	Fall 2024	Winter 2025
CTR Implementer	June 2025	N/A
Establish a CTR Coordinator	June 2025	N/A
Active Transportation Improvements to/from CTR Jobsites	January 2026	December 2026
Review Transit Service Deficiencies	June 2025	June 2026

20. CTR Plan for Snohomish County Employees

a. Services, Programs, Information, and Other Actions Snohomish County Put in Place to Help Employees Reduce Their Drive Alone Commute Trips

The CTR Program Administrator in the Public Works Department, also serves as the employee transportation coordinator for the county in its role as a CTR-affected worksite. The CTR Program Administrator administers the program elements required of the employer including:

- Designation of a transportation coordinator and the display of the name, location, and telephone number of the coordinator in a prominent manner at each affected worksite.
- Regular distribution of information to employees regarding alternatives to single-occupant vehicle commuting.
- A regular review of employee commuting and reporting of progress toward meeting the single-occupant vehicle reduction goals to the city consistent with the method established in the commute trip reduction plan and the rules established by the department of transportation under RCW 70A.15.4060.
- Implementation of the following measures designed to achieve the county’s commute trip reduction goals:
 - Administer county paid transit rider cards to all employees.
 - Employee parking Carpool and vanpool program to give priority parking and reduced rates.
 - Publicize promotional challenges and campaigns.
 - Serve as commuter advisor and maintain commuter information center.
 - Provide briefings to various employee groups on the program and its benefits.
 - Administer CTR surveys and report results to the city council and executive management.

- Administer the county's subsidy program which includes:
 - Reduces parking rate for carpools and no charge parking for Vanpools.
 - Employee subsidy for walking & biking.
 - Subsidy and reduces rates for Skagit Transit, which is not in the ORCA agreement.

21. How the CTR Plan for Snohomish County Employees Contributes to the Success of the Overall Plan

a. How the Plan for Snohomish County Employees Reinforces the Success of the Jurisdiction Plan

The Snohomish County Employees CTR Plan aligns with the Snohomish County CTR Plan by encouraging commute alternatives to drive alone with rideshare based incentives, guaranteed ride home service, reduces parking rates for employees utilizing vanpool and carpool, and transit rider cards, all of which support the goals Snohomish County has for its CTR Program. (SCC 3.98.040 & SCC 3.98.050)

Alignment with Transit Plans

22. Transit Agencies That Provide Service in Snohomish County

- Community Transit
- Everett Transit
- King County Metro
- Homage Senior Services of Snohomish County
- Snoqualmie Valley Transportation
- Snow Goose Transit
- Sound Transit

23. Transit Plans Reviewed While Developing this Plan

- Community Transit 2023-2028 Transit Development Plan
- Journey 2050 Community Transit Long Range Plan
- Transit Changes in 2024 & Beyond (Community Transit)
- Homage 2022 Annual Report
- Sound Transit Development Plan 2023-2028
- Sound Transit's System Performance Tracker

24. How This CTR Plan Supports the Transit Plan(s)

The CTR Plan supports the WSDOT transportation goals outlined in the Community Transit 2023-2028 Transit Development plan. This Commute Trip Reduction (CTR) plan supports other jurisdictions and regional transit plans by promoting coordinated efforts to reduce single-occupancy vehicle trips, enhancing transit options, and encouraging non-motorized transportation. By aligning with regional transit strategies, this plan helps to foster connectivity between Unincorporated Snohomish County and neighboring areas, ensuring efficient travel, and reducing congestion by reducing the number of vehicles on the road.

25. Comprehensive Plan Updates Needed and When They Will Be Made

Within the 2024 Comprehensive Plan Transportation Element update include multiple policies supporting CTR and TDM. These include:

- | | |
|----------|---|
| TR 8.C.1 | The County shall encourage employers in the urban areas to offer trip reduction programs for employees. |
|----------|---|

- TR 8.C.3 The County shall encourage the development of regional programs to promote and facilitate ridesharing in cooperation with cities, tribes, WSDOT, and transit agencies.
- TR 8.C.4 Reasonable statewide and regional efforts to reduce commuter trips by single-occupant vehicle shall be supported by Snohomish County.
- TR 8.C.5 Developments within unincorporated Snohomish County shall be required to provide, or contribute to, reasonable TDM measures that improve roadway efficiency and operations.

Engagement

26. Snohomish County's Stakeholder Engagement

On behalf of CTR-affected jurisdictions in Snohomish County, Community Transit developed a series of outreach activities designed to engage members of the community, vulnerable populations, employers, and community-based organizations. Snohomish County partnered with Community Transit in the delivery and promotion of these outreach activities and encouraged residents and employees in Snohomish County to participate. Community Transit offered the following outreach activities on behalf of all CTR-affected jurisdictions in Snohomish County:

- Online open house and community survey to engage residents and inform plan development
- Online open house to encourage public comment on draft plans
- Workshop with employers
- Community-based organization interviews
- Tabling events

a. Who Snohomish County Talked To

Of the survey responses, 27 of responses indicated they live in unincorporated Snohomish County and 5 work in unincorporated Snohomish County. During the second phase of the open house, 908 visitors to the website reviewed draft CTR plans and 20 submitted comments.

Employers that participated in the workshop include:

- Partner Therapeutics
- Korry Electronics
- Reid Middleton

Community Transit attended six community events around Snohomish County to discuss transit services and upcoming services changes, CTR initiatives, and to provide attendees an opportunity to comment on the jurisdictional draft CTR Plans. Tabling events included the following:

- Arlington Farmers Market (engaged with 90 people)
- Everett Public Library Drop-In (engaged with 43 people)
- Marysville Farmers Market (engaged with 107 people)
- Everett Farmers Market (engaged with 165 people)
- Marysville Public Library Drop-In (engaged with 32 people)
- Latino Educational Training Institute (LETI) Expo (160 people)

b. When Snohomish County Talked to Them

Online open house and surveys for two public comment periods:

- Online open house and survey: April 18-May 18, 2024

- Online open house and draft plan public comment period: July 1-31, 2024.

Community events

- Arlington Farmers Market: July 13, 2024
- Everett Public Library Drop-In: July 15, 2024
- Marysville Farmers Market: July 19, 2024
- Everett Farmers Market: July 21, 2024
- Marysville Public Library Drop-In: July 24, 2024
- LETI Expo: July 27, 2024

Community-based organization interviews

- Hopelink: April 23, 2024
- Community Health Centers: April 25, 2024
- Snotrac: May 1, 2024
- Homage: May 8, 2024
- North Sound Bicycle Advocacy Group: May 14, 2024
- BIKES Club and Sharing Wheels Community Bike Shop: May 14, 2024

CTR-affected employer workshops

- Employer workshop: May 14, 2024

Additionally, Community Transit reached out to CTR-affected employers to provide information and outreach materials:

- CTR newsletter article (April Issue) about Phase 1 of the online open house and survey: April 2, 2024
- Email with outreach materials reminding ETCs to share the Phase 1 online open house and survey: April 24, 2024
- CTR newsletter article (July Issue) about Phase 2 of the online open house and survey: July 2, 2024
- Email with outreach materials encouraging ETS to share Phase 2 of the online open house and draft CTR plans: July 11 and July 19, 2024

Transit agencies interviews

- Email and phone interviews: April 2024

Invitation to provide draft plan comments: July 2024

c. What Stakeholders Said

Community Members

Visitors to the online open house who completed surveys, noted the following:

- **Transportation Modes/Work from Home:** By far, the most common transportation mode mentioned is driving alone in a car, followed by riding the bus, and working from home. A few respondents mentioned bicycling or walking, carpooling/vanpooling, or working a compressed schedule.
- **Commute patterns:** Nearly every respondent mentioned that increased traffic, especially on area highways, was a noticeable change. A few mentioned that shifts in jobs and lack of employer support for work-from-home options required them to change their commute.
- **Convenience of single-occupancy vehicle trips:** Nearly every survey participant affirmed that it would be difficult to get around without a personal vehicle because of long commute times, transit stops that are not convenient to their home or workplace, transit routes that require too many transfers, and transit commute times that are up to three times longer than single-occupancy vehicle commutes.
- **Safety Concerns:** Most cited safety concerns as reasons they do not choose to take transit or other alternative transportation modes. Respondents noted high vehicle speeds and the lack of sidewalks and bike lanes deter them from walking or biking as part of their commute. Some respondents fear crime where transit stops lack amenities like lighting.
- **Benefits of CTR:** Respondents commonly recognized that CTR programs have the potential to reduce traffic congestion, improve road safety, reduce traffic noise, and improve air quality.
- **Suggestions:** Many respondents indicated a desire for more frequent transit services, more convenient transit stop locations, infrastructure improvements for biking and walking safety, and flexible work schedules that allow employees the option to work from home.

Visitors to the second phase of the online open house had an opportunity to review the draft CTR plans. Comments received on Snohomish County draft CTR plan include the following:

Visitors to community events (listed in #26a above) engaged with Community Transit staff about CTR and other public transit-related topics. The feedback received related to CTR falls under three major themes: service area, service times, and barriers. Key feedback includes the following:

- **Service Area**
 - Several visitors asked when the light rail would reach Everett.
 - Several visitors expressed their enthusiasm for the opening of a new light rail line.
 - A visitor requested bus routes near the Hibulb Cultural Center and casinos in Everett.
 - A visitor asked for bus service in Marysville on 67th Street.
 - A visitor said they would love to see frequent commuter times and routes that connect to Arlington Business Center.
 - A visitor asked about nearby bus routes that pass by the Everett Farmers Market.
 - A visitor commented they were excited about Route 106 having weekend service so DART would be back in that area.
 - A couple visitors did not know the light rail would have a stop in Shoreline.
 - A visitor requested bus service from 67th to 100th street to connect to Cascade High School.
 - A visitor identified a need for bus stops near Arlington High School.

- A visitor asked if buses can go directly to the new Everett Stadium in the future.
- A visitor mentioned how they would like bus service at an additional exit in Arlington to Island Crossing and downtown Arlington.
- **Service Times**
 - A visitor shared they don't ride transit from Marysville through Everett to Lynnwood in the morning as the buses don't pass frequently enough.
 - A few visitors commented that they look forward to increased service frequency in Snohomish County after service changes will be implemented in September 2024.
- **Barriers to Commute Trip Reduction**
 - A few visitors noted they don't use transit because they have a car.
 - A visitor expressed concern about safety on buses and the drug usage on them.
 - Several visitors needed trip planning information. Some asked how to get to certain destinations and one inquired if there are parking fees at park and rides.
 - Several visitors asked about where to obtain free ORCA cards.

Community-based organizations

Community-based organizations noted the following:

- **Limited transit service area:** Many interviewees identified the barrier of limited transit service in most of Snohomish County. Transportation service providers such as Homage and Hopelink shared that their organizations are flooded by demand and can only offer highly essential trips, such as getting to work and accessing medical services. Other commonly needed trips, such as going to the grocery store, accessing childcare, or going to the park, do not qualify for these transportation services.
- **Limited service hours:** Multiple interviewees shared that even when transit is available in their area, it may not be an option for employees with nontraditional hours, such as those working in healthcare. This could be due to gaps in service during non-peak hours or employees' feeling of safety using public transit during darker hours. Multiple people shared that offering shuttles or Dial-a-Ride Transportation (DART) were helpful measures to bridge these gaps.
- **Time and flexibility:** Saving time and the ability to make multiple stops are important considerations when choosing travel modes. Families who need to make multiple stops on their way to work for school or childcare may find ride sharing or taking transit more challenging. Multiple interviewees shared that effectively marketing the time savings of riding in the carpool lane and other perks of non-drive-alone modes could help address this. People who need to get to medical appointments are more likely to choose door-to-door service offered through DART or other services, because this provides a simpler solution, although the pickup services are not consistently on time.
- **ADA Services:** Interviewees acknowledged that ADA-compliant pickups must be offered with any fixed route and that demand for fixed-route service may not be as high in rural locations. They suggested that jurisdictions might direct more resources to organizations such as Homage or Hopelink to provide additional pickup services in areas where fixed-route public transit may not be a practical option. This could provide cost savings in addition to significant community benefits.

- **Land Use Planning:** The importance of affordable, transit-accessible housing was reiterated by many. Multiple interviewees shared that workers are commuting very long distances that are often outside the reach of transit, because it's too expensive to live closer to where they work. This creates barriers that can limit people from accessing employment if they would need a car to get to and from work or prevent them from using transit if the commute is too long. Multiple interviewees shared that affordable housing along transit corridors should be a high priority for jurisdictions, and that housing should be considered alongside transportation planning and not as two separate issues.
- **Criminal Activity:** Many cited fears of criminal activity on public transit as a deterrent to taking public transit. Even if the risk of crime is relatively low, perceptions of safety can be very negative. Installing lighting and other security measures as well as holding discussions on safety concerns can help address some of these barriers.
- **Amenities and Infrastructure:** Additional barriers to transit include the lack of safe, accessible sidewalks (particularly for riders who rely on mobility devices) and well-lit, sheltered bus stops. Many areas lack sheltered bus stops or adequate sidewalk space, particularly in more rural areas that are outside the main transit corridors. Devoting resources to increasing and improving these structures could go a long way in encouraging greater ridership.
- **Outreach and Education:** Multiple interviewees shared that enhanced education and marketing could encourage more workers to try alternatives to single-occupancy vehicles for their commute trips. Interviewees noted that employees and community members in general may have limited awareness of the programs and benefits available to them. Transit agencies and local jurisdictions could address this by working to increase awareness of transit routes, vanpool options, reduced-fare programs, and convenience of the multimodal ORCA transit card. Housing developments, shopping centers, and healthcare waiting rooms, as well as transit agencies and jurisdictions, could all promote these available options for employees and for the broader community.

Transit agencies interviews

Transit agencies interviewees discussed recent changes in commute patterns and noted planned service expansions.

- **Changes in commute patterns:** Community Transit, Everett Transit, King County Metro, Sound Transit indicated that post-pandemic ridership numbers are rising but have not returned to pre-pandemic levels. Everett Transit noted that they are at 82 percent of their pre-pandemic ridership levels and that peak commute hour trips are still below pre-pandemic levels. King County Metro indicated that peak-only routes (routes that only run during peak commuting hours) continue to underperform and thus, they are prioritizing increasing service on all-day and all-week routes. Sound Transit indicated that service levels have bounced back from the pandemic faster on light rail, commuter rail, and express buses.
- **Service expansions:** Sound Transit and Community Transit indicated that there is a planned light rail service extension to Lynnwood Center and bus service expansion along the light rail line. In response to recent community surveys, Community Transit is planning to increase mid-day, evening and weekend service and direct resources toward providing more local routes and enhancing access to the light rail for regional travel.

CTR-affected employers

Employers noted the following:

- Partner Therapeutics
 - Provide bicycle parking facilities, lockers, changing areas and showers.
 - Provide emergency taxi service/employer-paid Lyft.
 - They conduct educational campaigns to raise awareness about alternative transportation options, environmental impacts, and the benefits of sustainable commuting. Have a commute fair each year and educational campaigns.
 - We have free parking, carpool/vanpool options and ORCA cards. We don't have any subsidy programs.
 - We run off a validated biological production step - a large proportion of our staff are onsite, so our hybrid workforce is restricted to 30%.
 - We do have onsite food options and close/walking distance restaurants.
 - We don't offer daycare. On-site daycare is difficult to offer due to cost and liability. Possibly only offered by very large employers or by partnering in conjunction with other employers in the same business park, for example.
 - You could create a zip code map for people to make ridesharing arrangements with other employees at the same worksite.
 - We have a greater number of remote employees following COVID.
 - Communication and reinforcement of RideShare.com would help make CTR programs more effective.

- Korry Electronics
 - There is no bus line on Beverly Park, but it would be helpful for employees as well as apartments located nearby.
 - ETC was not aware that bus passes are available pre-tax.
 - They offer subsidized vanpools, use reporting from rideshare.com from calendars. If employees ride 2 weeks out of the month, they get the subsidy.
 - We have bike lockers, showers and a locked bike room. We also have vanpool spaces and a micro market also
 - Offer vanpool parking near employee entrances and free EV charging.

- Reid Middleton
 - It's challenging to implement CTR is that many engineers on staff need to visit jobsites.

d. How Stakeholders' Comments Influenced the Plan

Snohomish County's initial plan for implementation of the CTR Plan was to require worksites to choose strategies from the following strategy categories:

- Category A, Employee Info & Worksite Amenities
- Category B, Subsidies & Multimodal Support
- Category C, Parking Management

After talking to worksite stakeholders, the following categories of strategies was decided to be used instead:

- Commuting Support and Incentives
- Information and Education
- Amenities and Infrastructure

27. Vulnerable Populations Considered

Frontline communities: low-income, disabled, unhoused, English as a second language, youth, and the elderly.

As part of a concerted effort to ensure the interests of vulnerable and highly impacted communities were represented in each jurisdiction's draft CTR Plan, Community Transit engaged representatives from a variety of community-based organizations in Snohomish County that serve vulnerable populations including people who are low-income, disabled, unhoused, or speak English as a second language, as well as youth and the elderly. Additionally, several of the community events that Community Transit tabled at were held at libraries that serve vulnerable populations. Community Transit also provided an information table at the Latino Educational Training Institute (LETI) Expo at Edmonds College. In addition, these events created opportunities to meet people where they are at, removing barriers to participation.

28. Engagement Focused on Vulnerable Populations

a. Who Snohomish County Talked To

- **Hopelink:** serves homeless and low-income families, children, seniors, and people with disabilities in King and Snohomish counties by providing a network of critical social services through programs for housing, transportation, family development, financial assistance, employment programs, adult education, financial literacy training, and five food banks.
- **Community Health Centers:** a nonprofit provider which offers affordable primary healthcare services, including medical, medical walk-in, dental, physical therapy, and pharmacy.
- **Snohomish County Transportation Coalition (Snotrac):** advocates for improvement in transportation service and solutions for people in Snohomish County with specialized transportation needs through community engagement, coordination of resources, and strategic partnerships.
- **Homage:** The largest provider of services for older adults and people with disabilities in Snohomish County, with programs in food and nutrition, health and wellness, home repair, social services, and transportation.
- **North Sound Bicycle Advocacy Group:** works with local jurisdictions and transportation departments to raise safety awareness for cyclists and pedestrians and find workable solutions related to intermodal transportation, public safety, clean air, and quality of life for local communities.
- **Sharing Wheels Community Bike Shop:** is a nonprofit bike shop located in Everett providing refurbished, used bicycles to thousands of adults and children as well as offering programs and resources for bike repair and upkeep.

- **BIKES Club:** is a recreational club which hosts rides and events year-round, in addition to advocating and fundraising for bike-related grants.

Community Transit also provided information tables at community events held at the Marysville Library, Everett Library, and the Latino Expo (LETI) at Edmonds College.

b. When Snohomish County Talked to Them

Community-based organizations

- Hopelink: April 23, 2024
- Community Health Centers: April 25, 2024
- Snotrac: May 1, 2024
- Homage: May 8, 2024
- North Sound Bicycle Advocacy Group: May 14, 2024
- BIKES Club and Sharing Wheels Community Bike Shop: May 14, 2024

Community events

- Everett Public Library Drop-In: July 15, 2024
- Marysville Public Library Drop-In: July 24, 2024
- LETI Expo: July 27, 2024

c. What Stakeholders Said

Homage discussed how there's not enough service. They work outside the DART corridor, which targets riders within a 0.75-mile bubble surrounding existing service lines. Homage stated that they need more drivers and more buses, even doubling the current system would only scratch the surface of demand. They've had to turn away a lot of people who need to go to the grocery store, for instance. Same for going to the park, or any other normal services people would catch a bus for. Other notable barriers included safety concerns and transit systems not being timely or flexible enough. They suggested ADA compliant service improvements, microtransit, and dedicated bus lanes.

Snotrac suggested increasing parking fees because Boeing is generally not within Community Transit's CTR area and worksites are surrounded by a sea of free parking (which makes it hard to live nearby). Employees are paid well and live 15 miles away on average in places not served by transit. They also suggested that someone do an audit of worksites to see how many have decent bike lockers, rooms, showers, etc. Additionally, worksites can be stronger advocates for the infrastructure around them, such as increased housing near worksites, more density and transit-oriented development, sidewalks, and bike lanes. Part of an ETC training program could be helping ETCs become advocates in their communities and empowering their coworkers to be advocates. Snotrac as a TMA could potentially fill a role here.

BIKES Club and Sharing Wheels Community Bike Shop shared that Boeing has a huge number of employees and very poor transit access.

Hopelink noted that time, location, safety, and convenience were the biggest barriers for communities using public transit. People want flexibility in their transit options especially when it comes to service hours and speed; many people don't have the time to spend taking transit if it will take double the time compared to driving. Locating affordable housing near public transit would be a key strategy to improve people's mobility.

Community-based organizations

Community-based organizations serving vulnerable populations noted the following:

- **Limited transit service area:** Many interviewees identified the barrier of limited transit service in most of Snohomish County. Transportation service providers such as Homage and Hopelink shared that their organizations are flooded by demand and can only offer highly essential trips, such as getting to work and accessing medical services. Other commonly needed trips, such as going to the grocery store, accessing childcare, or going to the park, do not qualify for these transportation services.
- **Limited service hours:** Multiple interviewees shared that even when transit is available in their area, it may not be an option for employees with nontraditional hours, such as those working in healthcare. This could be due to gaps in service during non-peak hours or employees' feeling of safety using public transit during darker hours. Multiple people shared that offering shuttles or Dial-a-Ride Transportation (DART) were helpful measures to bridge these gaps.
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- **ADA Services:** Interviewees acknowledged that ADA-compliant pickups must be offered with any fixed route and that demand for fixed-route service may not be as high in rural locations. They suggested that jurisdictions might direct more resources to organizations such as Homage or Hopelink to provide additional pickup services in areas where fixed-route public transit may not be a practical option. This could provide cost savings in addition to significant community benefits.
- **Land Use Planning:** The importance of affordable, transit-accessible housing was reiterated by many. Multiple interviewees shared that workers are commuting very long distances that are often outside the reach of transit, because it's too expensive to live closer to where they work. This creates barriers that can limit people from accessing employment if they would need a car to get to and from work or prevent them from using transit if the commute is too long. Multiple interviewees shared that affordable housing along transit corridors should be a high priority for jurisdictions, and that housing should be considered alongside transportation planning and not as two separate issues.
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- **Amenities and Infrastructure:** Additional barriers to transit include the lack of safe, accessible sidewalks (particularly for riders who rely on mobility devices) and well-lit, sheltered bus stops. Many areas lack sheltered bus stops or adequate sidewalk space, particularly in more rural areas that are outside the main transit corridors. Devoting resources to increasing and improving these structures could go a long way in encouraging greater ridership.
- **Outreach and Education:** Multiple interviewees shared that enhanced education and marketing could encourage more workers to try alternatives to single-occupancy vehicles for their commute trips. Interviewees noted that employees and community members in general may have limited awareness of the programs and benefits available to them. Transit agencies and local jurisdictions could address this by working to increase awareness of transit routes, vanpool options, reduced-fare programs, and convenience of the multimodal ORCA transit card. Housing developments, shopping centers, and healthcare waiting rooms, as well as transit agencies and jurisdictions, could all promote these available options for employees and for the broader community.

Visitors to community events (listed in #26a above) engaged with Community Transit staff about CTR and other public transit-related topics. The feedback received related to CTR falls under three major themes: service area, service times, and barriers. Key feedback includes the following:

- **Service Area**
 - Several visitors asked when the light rail would reach Everett.
 - Several visitors expressed their enthusiasm for the opening of a new light rail line.
 - A visitor requested bus routes near the Hibulb Cultural Center and casinos in Everett.
 - A visitor asked for bus service in Marysville on 67th Street.
 - Would love to see frequent commuter times and routes that connect to Arlington Business Center.
 - A visitor asked about nearby bus routes that pass by the Everett Farmers Market.
 - A visitor commented they were excited about Route 106 having weekend service so DART would be back in that area.
 - A couple visitors did not know the light rail would have a stop in Shoreline.
 - A visitor requested bus service from 67th to 100th street to connect to Cascade High School.
 - A visitor identified a need for bus stops near Arlington High School.
 - A visitor asked if buses can go directly to the new Everett Stadium in the future.
 - A visitor mentioned how they would like bus service at an additional exit in Arlington to Island Crossing and downtown Arlington.
- **Service Times**
 - A visitor shared they don't ride transit from Marysville through Everett to Lynnwood in the morning as the buses don't pass frequently enough.
 - A few visitors commented that they look forward to increased service frequency in Snohomish County after service changes will be implemented in September, 2024.
- **Barriers to Commute Trip Reduction**

- A few visitors noted they don't use transit because they have a car.
- A visitor expressed concern about safety on buses and the drug usage on them.
- Several visitors needed trip planning information. Some asked how to get to certain destinations and one inquired if there are parking fees at park and rides.
- Several visitors asked about where to obtain free ORCA cards.

d. How Stakeholders' Comments Influenced the Plan

Snohomish County plans to continue partnering with Community Transit to support CTR-Affected employers by providing ETC training, commute trip reduction outreach and incentives, discounted ORCA pass programs, and trip planning support as detailed in Section #13 above. A few examples of comments received that are incorporated into the plan are:

- Providing free or discounted ORCA cards (suggested by community members)
- Improving outreach and education about reducing drive-alone trips (suggested by community-based organizations)
- Providing trip planning support for using alternative commute options (suggested by community members)

29. Employers' Suggestions to Make CTR More Effective

Kory Electronics suggested that a bus line on Beverly Park would be helpful for getting residents from the new apartments to jobsites.

Employers made the following suggestions during the Employer Workshop:

- Make information about commuting options and resources easier to find. Use newsletters and other forms of engagement sent directly to employees along with campaign posters and bulletin board notices.
- Increase awareness about pre-tax transit passes.
- Offer resources for managing parking programs and parking benefits.
- Focus on incentives for commute trip reductions rather than deterrents like charging for parking.
- Hold yearly wellness fairs featuring commute trip reduction options.
- Provide vanpool programs for employee work trips during the day.
- Implement parking programs aimed to reduce parking tension with surrounding neighborhoods.
- Offer internal shuttles for campuses and businesses with multiple locations.
- Improve safety and reduce crime around transit stops.
- Focus on "last mile" connections where transit stops are not convenient to the business' location.
- Provide more grant funding and incentives for employers' CTR programs.

- Help widely promote CTR programs and options.
- Increase bus routes, service hours, and public transportation options.

30. Results of Engagement Focused on Vulnerable Populations that Will Be Provided for Use in Comprehensive Plan and Transit Plan Updates

In addition, comments and suggestions from vulnerable populations and other groups will be considered as part of Community Transit's future transit planning processes. Community Transit is currently implementing its Transit Changes in 2024 and Beyond service plan. Many suggestions about increased frequency and new service areas will be implemented as part of the service plan update process which will continue through 2026.

Community Transit makes changes to bus service up to four times per year. When considering changes, the Planning team considers many factors including input from the public.

Regional Transportation Planning Organization

CTR Plan Review

Snohomish County provided the 2025-2029 CTR Plan to Puget Sound Regional Council (PSRC) for review on September 6th, 2024.

PSRC Comments:

- Benefits of Commute Trip Reduction

Section 4a of the plan was vague, mentioning the general CTR benefits of reducing traffic congestion, air pollution, and fuel consumption. However, the description of land use and transportation facilities in Sections 1a and 1b did allude to priorities in transit development plans and comprehensive plans that are consistent with regional priorities. The narrative could be strengthened by adding a few sentences to Section 4a mentioning how CTR in Snohomish County relates to or supports the TDM priorities in the current Regional Transportation Plan (Pages 93-98) and/or the goals of *VISION 2050*.

- Performance Targets

The plan adopts a drive-alone rate of 69 percent or less as the performance target to evaluate CTR at affected worksites in unincorporated Snohomish County. The target was approved by the TDM Technical Committee in March 2024, where Snohomish County staff explained the methodology for developing this target. Like many other jurisdictions, this plan indicates the county will use 2023-2025 CTR survey data to set the baseline and 2025-2027 survey data to evaluate progress. PSRC may reach out in the future for further details to help develop a regional baseline and target for the regional plan.

- Services and Strategies

PSRC reviewed the services and strategies described in this section and did not identify anything inconsistent with regional transportation goals.

- Alignment with Plans

The draft plan accurately identifies all transit agencies (including specialized transportation providers) that serve unincorporated Snohomish County and indicates the transit development plans (TDPs) have been reviewed as part of the development of this CTR plan.

- Engagement

The RTP identifies a regional need to better address equity in TDM, and understanding the transportation needs of underserved and historically marginalized populations is critical to achieving that goal. Snohomish County's draft CTR plan indicated the county engaged with employers and the public through various outreach activities, including interviews, workshops, and tabling at community events. To understand the needs of people with low incomes, people with disabilities, older adults, youth, unhoused people, and people with Limited English Proficiency (LEP), the primary outreach strategy was engaging with community-based organizations that serve and represent these populations. Additionally, in person events were held at locations that often serve these populations. PSRC encourages Snohomish County to continue engaging with vulnerable populations in future planning processes.