

City of Everett's Commuter Trip Reduction (CTR) Four-Year Plan Update: 2025–2029

June 30, 2025



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Introduction

Since the adoption of Washington State's Commute Trip Reduction Act (RCW 70.94) in 1991, jurisdictions throughout the state have partnered with state, regional and local agencies to implement commute trip reduction programs at employer worksites.

The City of Everett's goals for reductions of drive-alone commute trips and vehicle miles traveled (VMT) per employee in the City's urban growth area are established by the City's CTR plan. Each affected employer is required to develop and implement a CTR program that is designed to meet the affected worksite's assigned CTR goals. (Ord. 3169-10 § 4, 2010.)

In 2006, the Washington State Legislature passed the Commute Trip Reduction Efficiency Act (RCW 70.94.521) which focused the CTR program on urban growth areas that were experiencing the greatest automobile-related air pollution and traffic congestion.

Travel behavior and community interests have shifted significantly since the City's last CTR plan update for 2015-2019. This document fulfills the requirements by the Washington Department of Transportation (WSDOT) to complete the City of Everett's 2025-2029 CTR plan.

The 2025-2029 planning process gives jurisdictions the opportunity to engage in conversation with a wide array of stakeholders about what CTR can do for the community and how CTR can support the achievement of performance targets in other plans. The planning process includes input from all corners of the community, including vulnerable populations.

Benefits of CTR

1. Describe the local land use and transportation context and objectives.¹

a. Describe the setting in the jurisdiction as it is today or will be in the near future.

The City of Everett, located on the outer west border of Snohomish County, was incorporated in 1893 and has steadily grown into a mid-size city with a population of 110,629 people with 45,146 households and 44,879 occupied housing units, [according to census data](#). Everett is the biggest city in Snohomish County, as well as the county seat. Approximately [82%](#) of the population is of working age, 16 years or older, and the median age group is 35.8 years old.

The built environment includes land use and travel corridors for roadways, transit routes, bikeways and pedestrian routes to key destinations people travel to, such as where they live, work, play, shop, and recreate. The local transit system, Everett Transit, continues its efforts to electrify its fleet and develop charging infrastructure, as outlined in the agency's [Fleet Transition Plan](#). In turn, land use initiatives are focused on areas that support a transit-oriented community. The City continues to make improvements that support walking and biking to encourage multimodal transportation. In 2022, Everett was named a bronze level [Bicycle Friendly Community](#) by the [League of American Bicyclists](#). The award recognizes the work the City has done to develop its bicycle network, making Everett a safer, more accessible community for cyclists of all abilities and encouraging healthy and sustainable transportation choices. There is a continued application of various mitigation strategies and actions that promote a green economy, as outlined in the [City's Climate Action Plan](#).

Everett is the major job center for Snohomish County with an employment capacity for [147,177 employees](#). The city is defined as a [Regional Growth Center](#), and the Paine Field/Boeing Manufacturing Industrial Center in southwest Everett has been identified as a major employment center by the Puget Sound Regional Council. Major industries leading the employment sector in Everett include aerospace, manufacturing, construction, healthcare, and professional, scientific, and administrative management, accounting for [62.7%](#) of all jobs in Everett. For the City as a whole, the [2022 American Community Survey](#) reports the main commute modes used by employees consist of 59.5% drive alone trips, 15.8% telecommuting, and 13.5% carpooling. Car trips generate a significant amount of traffic congestion and air pollution throughout the dense areas of the city.

b. Describe features of land use and transportation facilities and services that affect commuters.

The City is comprised of [21 neighborhoods](#) with the higher density neighborhoods generally clustered near Downtown Everett and along the Evergreen Way corridor. The greatest

¹ Sources: The plan shall highlight the existing and future land use and transportation conditions and characteristics considered most critical by the jurisdiction and evaluate the degree to which existing local services, policies, regulations, and programs, as well as any documented future investments, will complement the trip reduction efforts of CTR employers. (WAC 468-63-040(2)(a))

The state intends for local jurisdictions to use information in existing plans and programs, such as the local comprehensive plan, unified development codes, the transportation improvement program, economic development plans, and others, as much as possible in order to develop the local CTR plan. (WAC 468-63-040(2))

employment densities are in the Southwest Everett/Paine Field Industrial Area and around downtown. Boeing, Everett's largest employer, is located within the Paine Field industrial area along with other major CTR-affected employers. This industrial area is quite isolated and provides few housing opportunities in the immediate area, which limits commute options such as walking or biking. Businesses located around Downtown Everett experience a walkable community with several business and housing opportunities as well as infrastructure that supports several transportation modes. According to the [Alliance for Housing Affordability](#), 86.5% of the City's workforce lives outside of Everett which creates regional traffic from employees whose commute begins outside of the City.

Everett Transit operates 10 routes and 3 transit centers as the public transportation service provider for the City. Most of these routes are designed to provide a viable alternative to driving for those traveling to and from major employer worksites within the City and are scheduled to accommodate peak commute times. In addition, Community Transit operates bus rapid transit (BRT) within the city, including the SWIFT Blue and Green lines. Everett Station serves as the largest northern multimodal hub served by Everett Transit, Community Transit, Sound Transit commuter rail, Sound Transit, Island Transit, Skagit Transit, Flix Bus, Greyhound, Northwest Trailways and Amtrak. Everett Transit has a series of projects planned in order to improve transit use in the City, including:

- Continuing the transition from diesel buses to electric and hybrid buses.
- Constructing electric vehicle charging infrastructure at various field locations.
- Installing real-time electronic wayfinding signage at Everett Station, College Station and Mall Station.
- Continuation of a transit consolidation study between Everett Transit and Community Transit.

Everett's Public Works department has a series of capital projects that are currently in design or construction to improve accessibility for multimodal transportation connections. These projects include:

- Extending the sidewalk network and installing pedestrian safety and other infrastructure including lighting, signage and other associated [ADA-compliant](#) improvements.
- Improving the bikeway network, bicycle facilities and wayfinding with bike detection sensors, indicator lights and signage at controlled intersections.
- Updating [Everett's Bicycle Master Plan](#) to more accurately address the present City's environment and community needs for future projects.

c. *Describe whether and how commuting patterns have changed in the past few years.*

The changes to commuting patterns in Everett in the last few years include:

- Drive alone rates have decreased from [74.4% in 2019 to 59.5% in 2022](#); reflecting a significant shift from traditional commuting methods.
- A pivot by employers to support telecommuting and hybrid work schedules has resulted in a [10% increase](#) of employees working from home in 2022 compared to 2019.
- For Everett Transit, overall ridership has come back to [82% of 2019 ridership](#). If current ridership trends continue, the agency will meet or exceed pre-pandemic ridership levels by the end of 2024.
- A shift of the morning commute peak period due to more flexible work schedules.

The implications for CTR reflect a significant change in commute methods, including:

- The decrease in drive alone rates signify a change of alternate commute modes by employees post-pandemic and reflect a need to develop infrastructure that supports modes such as biking and walking.
- The increase in telework signifies a reduction in commute trips and helps the jurisdiction meet its CTR goals. However, this may change as major employers have begun to require a return to the office.
- An increase in ridership levels signifies an increased interest in public transportation.
- Shifts of the peak commute period that occur outside the 6 – 9 a.m. window fall outside of Commute Trip Reduction’s scope. At the same time, noticeable changes in traffic patterns compel transit planners to recognize the need for more service, such as increased frequency and expanded spans of service.

d. *List the most important land use and transportation objectives from your city or county’s plans that commute trip reduction most directly affects.*

The Commute Trip Reduction program most directly affects the City’s objectives to complete multimodal infrastructure systems, prioritize strategies that support climate action and continue to develop the City’s transit system.

e. *Describe critical aspects of land use and transportation that should be sustained and key changes that should be considered to improve commute trip reduction’s contribution to the land use and transportation objectives you reference.*

The City plans to continue investing in and developing infrastructure that supports multimodal networks for transit, biking and walking in order to build the community’s trust in the safety and reliability of these modes. The City collaborates with regional transit agencies in order to better understand and accommodate employees commuting across cities in order to provide efficient vanpool and transit options. Increasing housing density, which is a goal of the City’s comprehensive plan, could serve to improve the efficiency of transportation services.

2. Describe how the CTR program will help achieve the jurisdiction’s land use and transportation objectives.²

- a. Describe how and to what extent your CTR program will help your city or county achieve the land use and transportation objectives referenced in question 1.*

The CTR program supports the City’s goals by focusing on large employers in the City and their employees’ commute methods. By analyzing biannual employee survey data, Everett can better understand employee commute patterns and preferences, which can be useful for planning future growth. By creating relationships with employee transportation coordinators (ETC), Everett will have the insight of employer representatives and the effectiveness of their worksites’ commuting programs. By encouraging employees to use non-drive alone commute methods, the CTR plan can help decrease commute trips and reduce traffic congestion. In turn, this enables Everett to achieve its land use goals to increase housing density and its transportation goals to reduce transportation related community impacts and improve multi-modal connections.

3. Describe how the CTR program will help achieve the jurisdiction’s environmental objectives.³

- a. Describe how the CTR program will support jurisdiction greenhouse gas emission reduction efforts.*

The CTR program supports the City’s environmental objectives to reduce greenhouse gas emissions by rallying behind Climate Action Plan initiatives such as:

- Providing overall leadership and capacity-building for climate action.
- Promoting more biking, walking, transit, and clean, energy-efficient vehicles to reduce drive-alone trips and emissions.

- b. Describe how the CTR program will support jurisdiction environmental objectives in addition to greenhouse gas emission reductions.*

The CTR program supports the City’s environmental objectives by spreading awareness of climate action strategies and transportation options. The education and promotion of environmental objectives among large employers in the City supports a safe, healthy and sustainable community. The public and stakeholder engagement conducted through CTR plan updates also facilitates productive feedback on how the CTR program and City initiatives can work in tandem to reach community goals.

² Source: *The local CTR plan shall describe how the CTR program will help achieve the jurisdiction's broader land use and transportation goals. (WAC 468-63-040(2))*

³ Source: *The legislature also finds that increasing automotive transportation is a major factor in increasing consumption of gasoline and, thereby, increasing reliance on imported sources of petroleum. Moderating the growth in automotive travel is essential to stabilizing and reducing dependence on imported petroleum and improving the nation's energy security (...) The intent of this chapter is to require local governments in those counties experiencing the greatest automobile-related air pollution and traffic congestion to develop and implement plans to reduce single-occupant vehicle commute trips. (RCW 70A.15.4000)*

4. Describe how your CTR program will help achieve regional and state objectives.⁴

- a. Summarize the local, regional and state benefits that would be gained if you achieve your CTR targets.

Everett Transit, Transit Development Plan

Goal: Connect people to life.

Objectives:

- Preserve and improve existing public transportation service levels.
- Transition existing public transportation facilities and equipment to an environmentally sustainable inventory.
- Integrate public transportation services into a coordinated, regional system linked by inter-modal facilities.
- Public transportation providers will continue to meet Americans with Disabilities Act (ADA) and state barrier-free design regulations to improve mobility for all individuals.
- Improve and develop urban public transportation services, facilities and programs relating to transportation demand management (TDM) to respond to growth and to meet local and regional economic development, congestion, energy and clean air objectives.

Community Transit, Transit Development Plan

Goal: Help people get from where they are to where they want to be.

Objectives:

- Attract and retain customers.
- Strengthen employee experience.
- Prioritize sustainability.

Sound Transit, Transit Development Plan

Goal: Support people, planet and prosperity by providing affordable, environmentally friendly public transit that connect residents to where they live, work and play.

Objectives:

- Make wise investments and prioritize spending to maintain its equipment, facilities and services.

⁴ Sources: In their local CTR plans, local jurisdictions shall communicate what local, regional, and state benefits would be gained if the established targets were achieved. Benefits may include but are not limited to:

Regional transportation planning organizations (RTPOs) and WSDOT shall provide applicable data, if available, to assist this analysis. (WAC 468-63-030(3)(c))

The plan shall also discuss cross-boundary issues, such as passthrough commute patterns or larger regional issues, and how these affect the local CTR plan. (WAC 468-63-040(2)(a))

- Continue to focus on the safety and quality of the passenger experience and maintain safe, secure facilities in addition to keeping a regular schedule of light and heavy maintenance of buses and trains.
- Adjust service to right-size to available resources and prioritize reliable service delivery.
- Continue operating ST Express, Sounder, T Line and Link to foster greater ease of travel while mitigating traffic congestion across the entire Puget Sound region.
- Connect multiple regional employment centers with reliable, accessible and affordable transit service. Additionally, Sound Transit will promote transit-oriented development at stations, enabling more people to access more jobs and thus support regional economic growth.
- Improve the environment of the Central Puget Sound region by carrying hundreds of thousands of people each day on trains and buses instead of personal motor vehicles.

Puget Sound Regional Council, Regional Transportation Plan

Goal: Improve mobility and ensure that all people equitably benefit from the region's transportation system.

Objectives:

- Reduce greenhouse gases that contribute to climate change.
- Planning for vibrant, attractive neighborhoods with access to jobs, schools and services.
- Applying an equity focus to all aspects of planning.
- Achieving zero deaths and serious injuries through safety in the design, planning and funding of projects.
- Improve transportation choices across all transportation modes.
- Address future challenges with potential new investments, such as in rail, aviation and passenger-only ferries.

Puget Sound Regional Council, Vision 2050

Goal: Provide a high quality of life, opportunity for all, connected communities, a spectacular natural environment, and an innovative, thriving economy.

Objectives:

- Provide opportunities for all.
- Increase housing choices and affordability.
- Sustain a strong economy.
- Growth in centers and near transit.
- Keep the region moving.
- Significantly reduce greenhouse gas emissions.

- Protect a network of open space.
- Restore the health of Puget sound.
- Act collaboratively and support local efforts.

Washington State 2023-2025 CTR Draft Plan

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

Objectives:

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

Summary of benefits with CTR objectives

- Reduction in greenhouse gas emissions: Plans throughout the region have the common objective of reducing greenhouse gas emissions throughout the area. A decrease in drive-alone commute trips would result in less greenhouse gas emissions, thus improving air quality.
- Improvements in public transportation services, facilities and networks: Plans throughout the region share the desire and necessity of investing in infrastructure that supports multimodal transportation options. A shift by individuals to try other transportation options increases awareness to gaps in non-motorized infrastructure and prioritization of those developments. In turn, these improvements make non-drive alone options more attractive and reliable in their usage and safety.
- Advancing accessibility and mobility: Plans throughout the region have initiatives in place to address and improve the accessibility of transportation services by underserved communities. The CTR program facilitates focused outreach with employees that amplifies desires for increased mobility options that are safe and accessible for all.
- Education and marketing: Plans throughout the region express the importance of the customer experience and expanding service for maximized ridership. The CTR Program markets regional transit options and incentives at worksites to inspire behavior change. In addition, ETCs serve as a representative for employees to provide feedback on operating routes and transit expansion projects which can be relayed directly to the appropriate agency or the CTR implementer.
- Data collection: The CTR program's biannual survey collects transportation data to learn about employee commutes and the factors that impact their mode choice. This aggregate data can be shared with planning departments to maximize route operations and ridership.

In addition to transit, data results can provide feedback on other programs transit agencies may manage such as vanpool, microtransit or micromobility initiatives.

- Foster a community of collaboration: A successful CTR program requires the coordination between transportation and environmental non-profit organizations, agencies, groups that support transit-oriented development and increased connectivity. Beyond the local community, CTR acknowledges the reality of commutes originating outside of City limits, thus encouraging collaboration with regional entities. The CTR program also allows for spaces to learn from TDM programs across the state.

b. List adjacent CTR-affected cities and counties.

- City of Lynnwood
- City of Marysville
- City of Mukilteo
- Unincorporated Snohomish County

c. Describe the top few cross-border and regional transportation issues that affect your jurisdiction.

- Air quality: Everett is considered by the state's department of Ecology as an overburdened community highly impacted by air pollution. The community is near several sources of pollution including Interstate 5 to the east and Paine Field Airport as well as the industrial section of Everett to the southwest. This area is near the edge of Everett and unincorporated Snohomish County which requires collaboration for solutions.
- Connectivity: Long-distance commute trips make transfers between modes and regional agencies less feasible or attractive to employees in comparison to driving alone.
- Land use: The lack of affordable housing results in the workforce living outside the city and sometimes even beyond Snohomish County limits - therefore extending their commute trips.

d. Describe the strategies you, adjacent cities and counties, and your region have agreed to use to address the top issues described in the previous bullet.

- Air quality: Everett Transit has taken initiative to transition its bus fleet to low or no-emissions vehicles to reduce the agency's environmental footprint. In addition, ET's electric fleet uses clean, renewable power from Snohomish County Public Utility District. About [97%](#) of this power is emissions-free with the majority sourced from hydroelectric, nuclear, solar and wind energy.
- Connectivity: Regional transit agencies value interagency collaboration and providing service that benefits the community's mobility. There are planned efforts to extend Sound Transit's Link light rail to Everett by 2037 to 2041. The Everett Link Extension adds 16 miles of light rail and six new stations connecting Snohomish County residents to the regional light rail

network. As seen from the Lynnwood Link Extension, surrounding agencies have made major service changes to support the use of light rail and improve transportation times.

- Land use: The City's comprehensive plan states initiatives to advance urban design in favor of more effective land use options. Local and regional plans recognize the community benefits and economic opportunities that a green economy brings.

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Performance targets

5. List your jurisdiction's CTR performance target(s).⁵

- a. List performance targets that reflect only CTR-affected worksites.

Weighted average drive-alone rate of 60 percent or less for CTR-affected worksites at the jurisdictional level.

- b. List any additional performance targets.

None.

6. List the base value you'll use for each performance target.⁶

- a. For each performance target, provide the number you'll use as the baseline (or starting number). You'll measure the difference between this number and your results to report performance.

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

7. Describe the method you used to determine the base value for each target.

- a. Provide the source for each base value listed.

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

8. Describe how you'll measure progress toward each target.

- a. List the method you'll use to measure progress for each target.

We will measure progress using the 2025-2027 survey results.

⁵ Source: The plan shall establish the jurisdiction's CTR goals and targets. (WAC 468-63-040(2)(b))

⁶ Source: The plan's measurement methodology shall be consistent with the measurement guidelines established by WSDOT and posted on the agency's website. (WAC 468-63-040(2)(c))

9. List your jurisdiction's CTR-affected worksites.⁷

1. Altasciences
2. Avtech-Tyee
3. Boeing (Bomarc)
4. Boeing (Everett)
5. City of Everett (Municipal Building)
6. City of Everett (Public Works)
7. Community Transit (Kasch Park)
8. Community Transit (Merrill Creek)
9. Creation Technologies
10. Washington Department of Social and Health Services
11. Electric Mirror
12. Optum (1800 Building)
13. Optum (Evergreen Building)
14. Optum (Founders Building)
15. Optum (Gunderson Building)
16. Everett Community College
17. Everett Public Schools (Community Resource Center)
18. Fluke Corporation (Headquarters)
19. Fluke Corporation (Evergreen Site)
20. Fluke Corporation (Plastics Site)
21. Funko
22. Jamco America
23. Kaiser Permanente
24. Naval Station Everett
25. Providence (Pacific Campus)
26. Providence (Colby Campus)
27. Providence (Mill Creek Campus)
28. Snohomish County Government
29. Snohomish County Health Department
30. Snohomish County PUD (Downtown)
31. Snohomish County PUD (Paine Field)
32. Ziplly Fiber

10. List a performance target for each CTR-affected worksite.⁸

- a. For any performance targets tied to the CTR survey, indicate that you'll establish performance targets during the 2023-2025 survey cycle.*

Base year performance targets will be established during the 2023-2025 survey cycle.

11. List the base value you'll use for each site.

- a. For any performance targets tied to the CTR survey, indicate that you'll establish a base value during the 2023-2025 survey cycle.*

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

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⁷ Source: The plan shall also identify the major employer worksites, including affected state agency locations, within the jurisdiction's affected urban growth area and any major employment installations. (WAC 468-63-040(2)(e))

⁸ Source: The plan shall describe the base year values and numerical targets for each major employer worksite required to participate in the CTR program. (WAC 468-63-040(2)(b))

Services and strategies

12. Describe the services and strategies your jurisdiction will use to achieve CTR targets.⁹

In accordance with the transportation, land use and climate change elements addressed in the City's comprehensive plan, the City is pursuing the following actions that support the achievement of CTR targets.

- The CTR program administrator oversees employee transportation coordinators by conducting training, providing marketing materials, supporting worksite outreach and assessing program implementation.
- The CTR program administrator uses the budget to ensure funding for regional and local events and campaigns that promote non-drive alone methods of transportation.
- The CTR program administrator works with the Transit and Public Works departments to market infrastructure development projects and benefits.
- The Community, Planning, and Economic Development department will continue considering regional greenhouse gas emissions and growth management in their policies and actions.
- The Public Works department will continue advancing transit-oriented development infrastructure projects and updating the City's Bicycle Master Plan.
- The Grants Manager in the transit department will continue pursuing funding for projects that improve our transit system and other mobility options.

13. Describe how jurisdiction services and strategies will support CTR-affected employers.¹⁰

- Engaging employee transportation coordinators with transportation demand management trainings and events to educate them on the benefits of non-drive alone methods of transportation.
- Providing printed and digital materials to worksites to promote the use of non-drive alone modes of transportation among employees.
- Funding CTR events and campaigns at worksites to create a community of engagement for non-drive alone modes of transportation among employees.
- Encouraging improvements in infrastructure and transit service near worksite locations to enhance the efficiency and safety of non-drive alone transportation and commuting experience.
- Surveying employees of CTR-affected worksites on their commuting methods biannually to inform local and regional planning and development.
- Assessing worksite characteristics and program elements annually allows for constructive feedback and recommendations made to employee transportation coordinators on program advancement.

⁹ Source: The plan shall describe what local services and strategies will be implemented to achieve the plan's goals and targets, and how these services and strategies will support the CTR programs of major employers. Strategies may include, but are not limited to: (i) Modifications of local policies and regulations, including the transportation concurrency system, street design standards, parking, and zoning; (ii) Investments in services and facilities, including transit services, nonmotorized facilities and amenities; and (RCW 70.94.527(5))(iii) Marketing and incentives. Transit agencies shall work with counties, cities and towns as a part of their six-year transit development plan established in RCW 35.58.2795 to take into account the location of major employer worksites when planning and prioritizing transit service changes or the expansion of public transportation services, including rideshare services. (WAC 468-63-040(2)(d))

¹⁰ Source: The plan shall describe ...how these services and strategies will support the CTR programs of major employers. (WAC 468-63-040(2)(d))

14. Describe barriers your jurisdiction must address to achieve CTR targets.¹¹

a. Describe how you'll address these barriers.

Stigma associated with public transit: the social stigmatization of public transit and transit riders discourages non-transit users from using the service.

Addressing by highlighting the financial, environmental and health benefits of active transportation methods and promoting safety to reframe the positive use of transit.

Missing infrastructure: the lack of non-motorized infrastructure including incomplete sidewalks, bicycle paths, micromobility vehicle options, lighting and wayfinding.

Addressing by encouraging city infrastructure that supports non-SOV transportation modes using feedback received from employers and other transportation demand management strategies.

Employer engagement: CTR-affected employers are required to designate employee transportation coordinators to carry out the CTR program. These duties are often low priority items for coordinators who have entire roles outside of CTR.

Addressing by providing employee transportation coordinators with engagement opportunities such a quarterly trainings, newsletters, networking or educational events, informational resources and incentives for coordinators and commuting employees.

15. Describe the transportation demand management technologies your jurisdiction plans to use to deliver CTR services and strategies.

Everett Transit and employee transportation coordinators use RideshareOnline.com to form car and vanpools, track commute methods and incentivize non-drive alone modes for employees. Some employers have additional internal platforms to ride match and track employee commute methods. All employee transportation coordinators have access to the state's CTR tool to conduct CTR surveys and complete program reports.

16. Transcribe or link to your local CTR ordinance.¹²

[Everett Municipal Code, Chapter 46.68, Commute Trip Reduction](https://everett.municipal.codes/EMC/46.68)

[<https://everett.municipal.codes/EMC/46.68>]

¹¹ Source: *The plan shall evaluate the existing barriers to the success of the CTR program and identify how the jurisdiction and its partners can overcome these barriers. (WAC 468-63-040(2)(a))*

¹² Source: *The plan shall describe the requirements for major employers that will be outlined in the local ordinance. (WAC 468-63-040(2)(e))*

17. Describe your financial plan.¹³

a. Describe the estimated average annual costs of your plan.

Employer engagement

- Description: Includes identifying worksites and employee transportation coordinators, conducting training, providing support and assistance, creating marketing materials and reviewing employer CTR programs for compliance
- Estimated average annual cost: \$25,000

Administration

- Description: Includes financial and program management; involvement in comprehensive, regional transportation, and transit planning; transportation demand management
- Estimated average annual cost: \$25,000

Performance reporting

- Description: Includes facilitating program reports and worksite surveys, conducting training on reporting platform and tools and analyzing data results
- Estimated average annual cost: \$15,000

Commute Trip Reduction 4-year plan

- Description: Includes reviewing state guidance and regional resources, creating a workplan and timeline, conducting community and stakeholder outreach, writing the plan and facilitating the approval process
- Estimated average annual cost: \$10,000

Incentive events

- Description: Includes procurement of commuting incentives, in-person and digital event planning and rewards tracking
- Estimated average annual cost: \$5,800

Total: \$80,800

b. Describe likely funding sources, public and private, to implement your plan.

Source of Revenue
WSDOT

Estimated average annual revenue
\$80,800

18. Describe your implementation structure.¹⁴

a. Describe who will conduct the activities listed in your plan.

The City of Everett has delegated the City’s transportation services department, Everett Transit, to implement and administer the City’s CTR plan.

b. Indicate who will monitor progress on your plan. List job title, department, and name.

Alessandra Gonzalez is the CTR Administrator responsible for implementing and monitoring the program for the City. She reports to Amanda Koerber, Transportation Program Manager, within the Grants division at Everett Transit.

¹³ Source: The plan shall describe the funding revenues from public and private sources that are reasonably expected to be available, as well as the expected costs, to implement the plan and achieve its goals and targets. (WAC 468-63-040(2)(g))

19. List your implementation schedule.¹⁵

a. Provide the timeline for anticipated projects.

	1 st Biennium July 2025 – June 2027	2 nd Biennium July 2027 – June 2029
Actions	<ul style="list-style-type: none"> • Identify CTR-affected worksites and employee transportation coordinators. • Train and provide support to employee transportation coordinators. • Review employer CTR programs and plans. • Conduct financial and program management. • Oversee employer compliance and execution of CTR programs at worksites. • Support relevant worksite events with commuting information and incentives. • Facilitate reporting events such as worksite surveys and program reports with employee transportation coordinators. • Participate in transportation demand management initiatives and projects. • Engage in city planning that affects transportation methods. 	<ul style="list-style-type: none"> • Identify CTR-affected worksites and employee transportation coordinators. • Train and provide support to employee transportation coordinators. • Review employer CTR programs and plans. • Conduct financial and program management. • Oversee employer compliance and execution of CTR programs at worksites. • Support relevant worksite events with commuting information and incentives. • Facilitate reporting events such as worksite surveys and program reports with employee transportation coordinators. • Participate in transportation demand management initiatives and projects. • Engage in city planning that affects transportation methods. • Undertake development activities for 2029-2033 four-year plan.

20. Describe the CTR plan for jurisdiction employees.¹⁶

a. Describe the services, programs, information, and other actions your city or county put in place to help its employees reduce their drive alone commute trips.

¹⁴ Source: The plan shall describe how the various strategies identified in the CTR plan will be implemented, either by the local jurisdiction, its partners, or its contracting partners... (WAC 468-63-040(2)(h))

¹⁵ Source: The plan shall describe ...when the elements of the plan are expected to be implemented. (WAC 468-63-040(2)(h))

¹⁶ Source: The plan shall also describe the program that the local jurisdiction will offer to its employees. (WAC 468-63-040(2)(e))

The CTR Administrator stationed at Everett Transit works closely with the marketing and outreach team to encourage transit ridership. The City's employee transportation coordinator is also stationed at Everett Transit and promotes non-SOV methods of transportation through city department liaisons.

The ETC administers the City's CTR program "Smart MOVE" with the elements below:

- Serve as employee transportation coordinator and display contact information in a prominent manner at each worksite building.
- Produce annual program report on worksite characteristics and commuting program elements.
- Facilitate a biannual survey to employees regarding commuting habits.
- Issue employee ORCA passport cards to all employees.
- Advise on smart commuting practices to employees.
- Distribute information and marketing materials including promotional challenges and campaigns focused on non-SOV commute options.
- Conduct an audit of employees enrolled in Smart MOVE program for benefit eligibility.
- Coordinate employee rides requested through the Guaranteed Ride Home program.

21. Describe how the CTR plan for jurisdiction employees contributes to the success of the overall plan.¹⁷

a. Describe how the plan for jurisdiction employees reinforces the success of the jurisdiction plan.

The City of Everett's Smart MOVE program provided to City employees reinforces the City's commitment to Commute Trip Reduction. The program serves as an example for other CTR-affected employers in terms of program elements and execution. All employee transportation coordinators are offered opportunities to connect at trainings or other events in order to build community and share experiences and best practices.

¹⁷ Source: The plan shall also describe the program that the local jurisdiction will offer to its employees and how this contributes to the success of the overall plan. (WAC 468-63-040(2)(e))

Alignment with plans

22. List the transit agencies that provide service in your jurisdiction.

- Everett Transit
- Community Transit
- Sound Transit
- Skagit Transit
- Island Transit

23. List the transit plans you reviewed while developing this plan.

Everett Transit

- 2023-2028 Transit Development Plan

Community Transit

- 2023-2028 Transit Development Plan

Sound Transit

- 2024-2029 Transit Development Plan

Puget Sound Regional Council

- 2022-2050 Regional Transportation Plan
- Vision 2050

Washington State Department of Transportation

- CTR Plan Draft

24. Describe how this CTR plan supports the transit plans.

Employer engagement strengthens the relationship between employees and local transit agencies through increased knowledge of transit operations and initiatives. ETCs are regularly informed of upcoming transit projects and opportunities for public feedback in the planning process to share with employees.

Incentives provides employers with rewards to inspire and stimulate non-drive alone modes for employee commute trips, including transit.

Marketing educates on and encourages the use of non-drive alone modes of transportation, including transit, to inspire behavior change.

Data collection provides current information and insight on employee commutes and the factors that impact their mode choice. This aggregate data can be shared with planning departments to maximize ridership on transit, vanpools, microtransit and other micromobility pilots.

Community engagement and feedback increases awareness of and support for transit and other non-drive alone modes of transportation that complement transit.

25. Describe any comprehensive plan updates that are needed and when they will be made.¹⁸

The City's Comprehensive Plan that guides the growth of the City through 2035 addresses the Transportation element by identifying several priorities in coordination with the Land Use and Climate Change elements and other major planning efforts:

1. Improve safety for all road users in Everett through street designs that accommodate all modes (cars, transit, non-motorized).
2. Support growth based on the adopted land use plan emphasizing proactive integration with regional transit plans.
3. Continue to provide a transportation system that supports freight movement.

The transportation element also acknowledges Commute Trip Reduction and informs on the various commute modes throughout the City.

The next City's Comprehensive Plan 2044 is set to be completed by December 31, 2024.

DRAFT

¹⁸ Source: The local jurisdiction shall review the local comprehensive plan to ensure that it is consistent with the local CTR plan. If the local jurisdiction determines that the local comprehensive plan needs to be updated or amended to be consistent with the local CTR plan, the local jurisdiction shall identify in the local CTR plan what changes may be needed and when the changes will be made. (WAC 468-63-040(1)(c))

Engagement

26. Describe stakeholder engagement.¹⁹

a. *Who did you talk to?*

Stakeholder engagement included representatives of major employers, local transit agencies, the applicable RTPO, business associations and economic development organizations, nonprofit transportation and land use advocacy organizations, pedestrian and bicycle advocacy organizations, public health agencies, employees and businesses that are affected by Everett’s CTR plan.

b. *When did you talk to them?*

Stakeholder	Community Survey (May 17, 2024 to June 30, 2024)	Bike Everywhere Day (May 17, 2024)	Virtual Open House on Facebook Live (June 18, 2024)
Transit Department	X	X	X
Public Works Department	X	X	
CTR-affected employer representatives	X	X	X
Local transit agencies (<i>Community Transit, Sound Transit, etc.</i>)	X	X	
Economic development organizations (<i>Everett Station District Alliance</i>)	X	X	
County government agencies (<i>Snohomish County Government, Snohomish County Health Department, Washington Department of Social and Health Services</i>)	X	X	

¹⁹ Sources: The plan shall be developed in consultation with local transit agencies, the applicable regional transportation planning organization, major employers, and other interested parties. (RCW 70A.15.4020(4))

The local jurisdiction shall invite, as appropriate, representatives of major employers, local transit agencies, the applicable RTPO, business associations and economic development organizations, nonprofit transportation and land use advocacy organizations, pedestrian and bicycle advocacy organizations, public health agencies, tribal governments, and residents, employees and businesses that will be affected by the CTR plan to participate in the development of the local CTR plan.

The state intends for the invited partners to work collaboratively with the local jurisdiction by providing data and plans and discussing opportunities, including new and reprioritized investments and policy changes, to reduce drive-alone commute trips in the jurisdiction and increase transportation access to affected major employer worksites. (WAC 468-63-040(1)(b)(i))

The plan shall include documentation from the local jurisdiction that verifies consultation with employers, transit agencies and others to develop the plan. (WAC 468-63-040(2)(f))

Nonprofit transportation advocacy organizations (Snotrac)	X	X	
Pedestrian and bicycle advocacy organizations (Sharing Wheels, B.I.K.E.S. Club of Snohomish County)	X	X	
Citizens at large	X	X	X

c. What did they have to say?

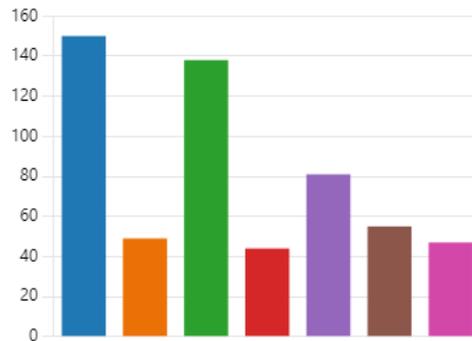
The CTR plan update feedback survey received 245 responses from the groups outlined in the chart above. Of those responses, 150 respondents reported having heard about the CTR program before and having some level of familiarity with it.

- Yes, I'm familiar with it. 90
- Yes, but I'm not very familiar wit... 60
- Not sure. 22
- No, what is it? 73



Respondents were asked what factors they want to see prioritized regarding Commute Trip Reduction and select up to three multiple choice answers from a selection. Out of seven options, the top 3 most selected were increased public transportation services, improvements in infrastructure, and subsidies or rewards for use of alternate transportation methods. Other selections included guaranteed ride home program for emergencies, education or events highlighting public transit or other active transportation methods, and microtransit / shuttle or micromobility options.

- Increased public transportation ... 150
- Microtransit / shuttle or microm... 49
- Improvements in infrastructure (... 138
- Education or events highlightin... 44
- Subsidies or rewards for use of ... 81
- Guaranteed ride home program... 55
- Other 47



Respondents were also given the opportunity to submit free response suggestions to be included in this CTR four-year plan update. This feedback can be categorized in three sections including public transit, worksite CTR programs and transportation infrastructure available.

Regarding transit, responses reflected a significant desire for increased service and connectivity in public transportation services - increase in routes, frequency and presence in rural areas. Respondents also emphasized the need for a focus on public health and safety on transit to encourage ridership.

Regarding CTR, respondents used the opportunity to provide feedback on employer-specific guidelines regarding employee commute policies. For example, a demand for increased telework options was frequently mentioned by employees across worksites. Respondents also noted a need for more education on transportation services and incentives at their worksites.

Regarding infrastructure, respondents shared a range of suggestions to improve the City's lived environment and infrastructure to be able to support non-drive alone methods. Suggestions included building additional bike lanes and amenities, crosswalks and improving roads. Reducing traffic volume and congestion was repeatedly referenced as a significant point of focus for commuters.

d. How did what they said influence the plan?

The CTR Administrator analyzed and categorized all final survey response data gathered throughout the public participation phase of this plan. Throughout August 2024, the data relevant to each key group was shared with leadership to be considered for future planning. Transit-related feedback was shared with the City's transit planning department. Infrastructure-related feedback was shared with the City's public works department. Employer-specific feedback was shared with the employee transportation coordinators of those worksites to be considered for CTR program implementation.

27. Describe vulnerable populations considered.

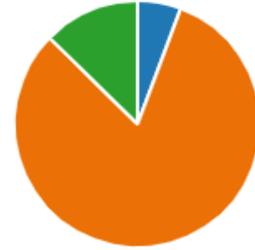
Using the [RCW's definition of vulnerable populations](#), the City is considering the applicable groups below and using survey questions to identify and confirm their participation.

1. Individuals or employees who are experiencing environmental harms.
2. Individuals or employees who identify as a racial or ethnic minority.
3. Individuals or employees who earn lower than the median household income.
4. Individuals or employees with limited English proficiency.
5. Individuals or employees who identify as having a disability that affects their commute.

To ensure the vulnerable populations listed above were being represented, the survey asked a series of identifying questions.

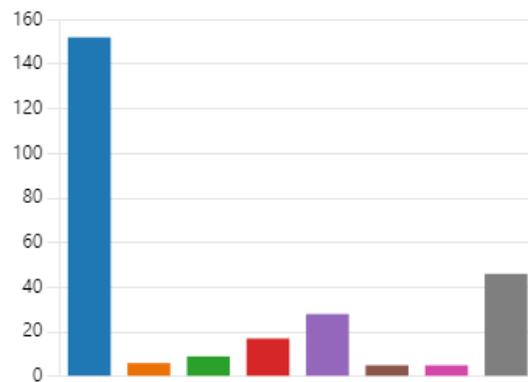
1. A portion of respondents, 5.7%, reported feeling impacted by air quality in the City of Everett indicating these respondents may be experiencing environmental harms.

● Yes	14
● No	200
● Prefer not to answer	31



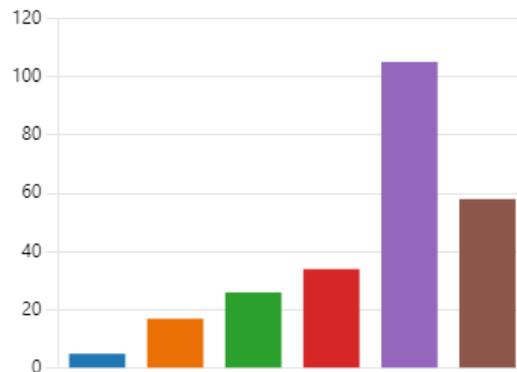
2. Of the respondents that chose to select their racial or ethnic identity, 46% identified as something other than White. In comparison with the City’s overall demographic data, the [2020 Census](#) reported that about 38% of the population identifies as something other than White.

● White	152
● American Indian/Alaska Native	6
● Black/African American	9
● Hispanic/Latino	17
● Asian American	28
● Native Hawaiian/other Pacific Isl...	5
● Multiracial	5
● Prefer not to answer	46



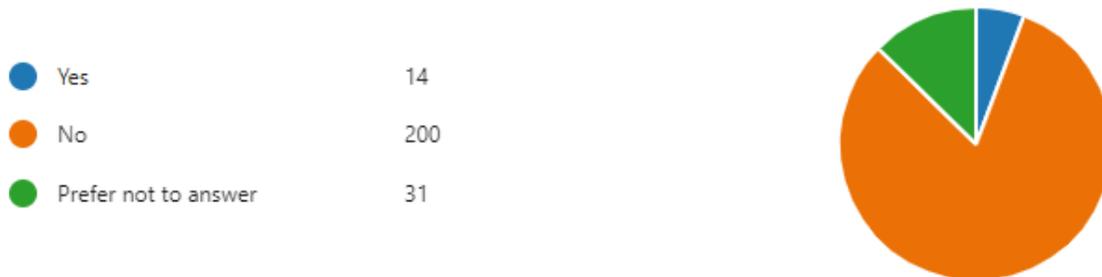
3. Of the respondents that chose to select their approximate household income in 2023, 19.6% earned lower than the median household income of \$79,723 in Everett.

● Less than \$40,000	5
● \$40,000 - 59,999	17
● \$60,000 – 79,999	26
● \$80,000 - 99,999	34
● \$100,000 or more	105
● Prefer not to answer.	58



4. Of the respondents that chose to disclose what languages they feel comfortable communicating in, about 12% of the 208 responses listed a language in addition to English or other than English. Other languages reported include French, Spanish, Hebrew, Chinese, Vietnamese, Farsi, German, Punjabi, Hindi, Lushootseed, Russian and Japanese. The only language listed multiple times was Spanish. A Spanish version of the flyer and survey form was also created and shared in outreach but did not receive any responses.

5. Of the respondents that chose to disclose if they have any disabilities that impact how they commute, 5.7% reported having a disability.



28. Describe engagement focused on vulnerable populations.

a. Who did you talk to?

To reach vulnerable populations, employee transportation coordinators were directed to conduct outreach and engagement for the groups below.

- Employee Resource Groups (ERGs) at CTR-affected worksites
- Diversity Equity and Inclusion (DEI) groups at CTR-affected worksites

To reach vulnerable populations City-wide, the CTR Administrator conducted outreach and engagement for the groups below.

- Non-profit organizations focused on equitable transportation
- Open to citizens at large to include those who may be indirectly impacted by CTR initiatives

b. When did you talk to them?

A CTR plan update feedback survey was shared with stakeholders and groups that could be identified as vulnerable populations between May 17, 2024 and June 30, 2024.

Everett Transit hosted one in-person engagement event and one virtual event that facilitated survey outreach to the public including stakeholders and vulnerable populations. The in-person event took place on May 17, 2024 at Everett Station. The virtual open house event took place on June 26, 2024 on Everett Transit's Facebook Live.

c. What did they have to say?

Respondents who identified as having a disability that impacted how they commute provided feedback including connectivity challenges between transit agencies, desiring more options for service to and from outlying areas and more safety measurements at and near bus stops.

Respondents who identified as earning less than the median household income provided feedback regarding the need for improvements in infrastructure and health and safety in public transit.

d. How did what they said influence the plan?

The survey response data relevant to each key group was shared with leadership to be considered for future planning including the City's transit department, public works department and worksites' employee transportation coordinators.

29. List employers' suggestions to make CTR more effective.²⁰

In conversations with employee transportation coordinators, the suggestions to make CTR more effective have been focused at a worksite level. This includes providing more commuter benefits to employees including ORCA business accounts, biking amenities, subsidies for non-drive alone methods and more information on transportation options.

This is further reflected in the feedback from respondents that were associated with CTR-affected worksites. There was a desire for more tools and resources that can connect employees to alternate transportation methods. For example, respondents suggested websites that facilitated ride matching despite it already existing. In order to make CTR more effective, it is clear there is a need and demand for more transportation information to be distributed at a city-level and worksite-level.

30. Describe results of engagement focused on vulnerable populations that will be provided for use in comprehensive plan and transit plan updates.

Survey response data relevant to key groups was shared with leadership to be considered for future planning, including the City's transit department, public works department and worksites' employee transportation coordinators. The decision makers in these departments and worksites are strongly encouraged to develop equitable strategies using feedback from vulnerable populations.

²⁰ Source: The state intends for the plan to be a mechanism through which employers can describe what policy changes, services and support they need to make their CTR programs more effective. (WAC 468-63-040(2)(a))

Regional transportation planning organization CTR plan review

RTPO comments

As the Regional Transportation Planning Organization for King, Kitsap, Pierce, and Snohomish counties, the Puget Sound Regional Council (PSRC) is responsible for reviewing the local CTR plans for all CTR-affected jurisdictions in the four-county region for consistency with the regional plan. The Regional Transportation Plan (RTP) (2022-2050) implements the VISION 2050 regional growth strategy, outlines Transportation Demand Management (TDM) and other mobility priorities for the region and serves as PSRC's current regional plan.

PSRC found this draft CTR plan to be **consistent with the RTP** based on their review on October 11, 2024. Their full review summary is outlined below. Their feedback was taken into consideration and applied to this latest draft.

Benefits of Commute Trip Reduction - The plan mentions consistency with the broad goals of VISION 2050 as well as alignment with the transit development plans of Everett Transit, Community Transit, and Sound Transit. The narrative could be strengthened by mentioning how the Everett CTR plan relates to or supports the TDM priorities in the current Regional Transportation Plan (Pages 93-98).

Performance Targets - The plan adopts the statewide 60 percent drive-alone rate as the performance target to measure CTR effectiveness. More detail in the response to Questions 7 and 8 about the anticipated methodology for setting the baseline would be helpful for development of our region's performance target. However, PSRC acknowledges many jurisdictions are still transitioning to the new CTR survey tool and may still be figuring out these details in the coming months.

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 providing service within and to Everett and indicates the transit development plans (TDPs) have been reviewed as part of the development of this CTR plan. The plan could be strengthened with more detail in the Question 24 response regarding how the CTR plan ties into specific elements of these TDPs. For example, are there any CTR-affected employers located near planned transit expansion projects and have they been actively engaged in the planning process?

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. Everett's draft CTR plan indicated the city engaged with vulnerable populations based on demographic information collected throughout the plan engagement process. Populations highlighted in the plan include people of color, people with low-incomes, people with Limited English Proficiency (LEP), and people with disabilities. The plan indicates the feedback shared by these participants has been provided to appropriate city departments (including transit). PSRC encourages Everett to continue engaging with vulnerable populations in future planning processes.