

ORDINANCE O-4902

AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO THE CITY OF KIRKLAND COMMUTE TRIP REDUCTION (CTR) PLAN, ADOPTING THE 2025-2029 CTR PLAN AND AMENDING CHAPTER 7.06 OF THE KIRKLAND MUNICIPAL CODE RELATING TO CTR PROGRAMS.

1 WHEREAS, the Washington State Legislature passed the Commute Trip Reduction
2 (CTR) Law in 1991 as part of the Washington Clean Air Act and in response to the federal
3 Clean Air Act; and
4

5 WHEREAS, the CTR law and corresponding administrative regulations require local
6 governments within affected areas to adopt ordinances that define CTR requirements for
7 affected employers within their jurisdiction; and
8

9 WHEREAS, in 2009, the Kirkland City Council adopted the Kirkland Commute Trip
10 Reduction Plan, codified in chapter 7.06 of the Kirkland Municipal Code, and implemented
11 measures as required by the Washington State Commute Trip Reduction Law; and
12

13 WHEREAS, the City of Kirkland's CTR Plan aims to decrease the number of single-
14 occupant vehicle commute trips and increase the number of trips made by walking, rolling,
15 biking, or taking transit; and
16

17 WHEREAS, the local CTR plan must be updated at least once every four years to
18 establish new four-year targets and program strategies; and
19

20 WHEREAS, recently there have been several legislative and administrative changes to
21 the State's commute trip reduction (CTR) program, many of which require corresponding
22 changes to the City's CTR ordinance; and
23

24 WHEREAS, the City seeks to make its CTR ordinance consistent with state law and
25 the guidelines established by the State's CTR task force; and
26

27 WHEREAS, the City recognizes the importance of increasing community awareness
28 about air quality, energy consumption, and traffic congestion and about the meaningful
29 contributions individual actions can make toward addressing these issues; and
30

31 WHEREAS, the Kirkland Comprehensive Plan and the Kirkland Transportation
32 Strategic Plan share goals and targets to reduce vehicle trips.
33

34 NOW, THEREFORE, the City Council of the City of Kirkland do ordain as follows:
35

36 Section 1. The 2025-2029 City of Kirkland Commute Trip Reduction Plan, attached to
37 this ordinance as Exhibit A, is hereby adopted.
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39 Section 2. Section 7.06.010 of the Kirkland Municipal Code (KMC), and the
40 corresponding portions of Ordinance No. 4138 (2009), is amended as follows, with additions
41 in underline and deletions in ~~strikethrough~~:
42

43 **7.06.010 Definitions.**
44

45 For the purpose of this chapter, the following definitions shall apply in the interpretation and
46 enforcement of this chapter:

(1) "Affected employee" means a full-time employee who is scheduled to begin his or her regular workday at a single worksite between six a.m. and nine a.m. (inclusive) on two or more weekdays per week for at least twelve continuous months. For the purposes of this chapter, shareholders, principals and associates in a corporation, partners (general or limited) in a partnership and participants in a joint venture are to be considered employees.

(2) "Affected employer" means a public or private employer that, for twelve continuous months, employs one hundred or more full-time employees at a single worksite who are scheduled to begin their regular workday between six a.m. and nine a.m. (inclusive) on two or more weekdays. The individual employees may vary during the year. Construction worksites, when the expected duration of the construction is less than two years, are excluded from this definition.

(3) "Alternative commute mode" means any type of commute transportation other than that in which the single-occupant motor vehicle is the dominant mode, including telecommuting and compressed workweeks if they result in reducing commute trips.

(4) "Alternative work schedules" mean programs such as compressed workweeks that eliminate work trips for affected employees.

(5) "Base year" means the twelve-month period which commences when a major employer is determined by the city to be participating within the CTR program. The city uses this twelve-month period as the basis upon which it develops CTR goals.

(6) "Base year survey" or "baseline measurement" means the survey, during the base year, of employees at a major employer worksite to determine the drive-alone rate and vehicle miles traveled per employee at the worksite. The city uses this measurement to develop CTR goals for the major employer. The baseline measurement must be implemented in a manner that meets the requirements specified by the city.

(7) "Carpool" means a motor vehicle, including a motorcycle, occupied by two to six people of at least sixteen years of age traveling together for their commute trip, resulting in the reduction of a minimum of one motor vehicle commute trip.

(8) "City" means the city of Kirkland.

(9) "Commute trips" means trips made from a worker's home to a worksite (inclusive) on weekdays.

(10) "CTR" is the abbreviation of commute trip reduction.

(11) "CTR plan" means the city's plan as set forth in this chapter to regulate and administer the CTR programs of affected employers within its jurisdiction.

(12) "CTR program" means an employer's strategies to reduce affected employees' drive-alone vehicle use and VMT per employee.

(13) "Commute trip vehicle miles traveled per employee" means the sum of the individual vehicle commute trip lengths in miles over a set period divided by the number of full-time employees during that period.

(14) "Compressed workweek" means an alternative work schedule, in accordance with employer policy, that regularly allows a full-time employee to eliminate at least one workday

every two weeks by working longer hours during the remaining days, resulting in fewer commute trips by the employee. This definition is primarily intended to include weekly and biweekly arrangements, the most typical being four ten-hour days or eighty hours in nine days, but may also include other arrangements.

(15) "Custom bus/buspool" means a commuter bus service arranged specifically to transport employees to work.

(16) "Dominant mode" means the mode of travel used for the greatest distance of a commute trip.

(17) "Drive alone" means a motor vehicle occupied by one employee for commute purposes, including a motorcycle.

(18) "Drive-alone trips" means commute trips made by employees in single occupant vehicles.

(19) "Employee" means any person who receives financial or other remuneration in exchange for work provided to an employer, including owners or partners of the employer, provided however, an independent contractor shall not constitute an employee.

(20) "Employee transportation coordinator (ETC)" means a person who is designated as responsible for the development, implementation, and monitoring of an employer's CTR program.

(21) "Employer" means a sole proprietorship, partnership, corporation, unincorporated association, cooperative, joint venture, agency, department, district or other individual or entity, whether public, nonprofit, or private, that employs workers.

(22) "Exemption" means a waiver from any or all CTR program requirements granted to an employer by the city based on unique conditions that apply to the employer or employment site.

(23) "Flex-time" is an employer policy allowing individual employees some flexibility in choosing the time, but not the number, of their working hours.

(24) "Full-time employee" means a person other than an independent contractor, scheduled to be employed on a continuous basis for fifty-two weeks per year for an average of at least thirty-five hours per week.

(25) "Good faith effort" means that an employer has met the minimum requirements identified in RCW ~~70.94.534~~ 70A.15.4040 and this chapter and is working collaboratively with the city to continue its existing CTR program or is developing and implementing program modifications likely to result in improvements to its CTR program over an agreed-upon length of time.

(26) "Implementation" means active pursuit by an employer of the CTR goals of RCW ~~70.94.524~~ 70A.15.4000 through ~~70.94.556~~ 70A.15.4110 and this chapter as evidenced by appointment of a transportation coordinator, distribution of information to employees regarding alternatives to drive-alone commuting, and commencement of other measures according to their CTR program and schedule.

(27) A "major employer" means a private or public employer, including state agencies, that employs one hundred or more full-time employees at a single worksite who are scheduled to

begin their regular work day between six a.m. and nine a.m. on weekdays for at least twelve continuous months.

(28) "Major employer worksite" or "affected employer worksite" or "worksite" means the physical location occupied by a major employer, as determined by the local jurisdiction.

(29) "Major employment installation" means a military base or federal reservation, excluding tribal reservations, or other locations as designated by the city, at which there are one hundred or more affected employees.

(30) "Mode" means the type of transportation used by employees, such as single-occupant motor vehicle, rideshare vehicle (carpool, vanpool), transit, ferry, bicycle, walking, compressed work week schedule and telecommuting.

(31) "Notice" means written communication delivered via the United States Postal Service with receipt deemed accepted three days following the day on which the notice was deposited with the Postal Service unless the third day falls on a weekend or legal holiday in which case the notice is deemed accepted the day after the weekend or legal holiday.

(32) "Peak period" means the hours from six a.m. to nine a.m. (inclusive), Monday through Friday, except legal holidays.

(33) "Peak period trip" means any employee trip that delivers the employee to begin his or her regular workday between six a.m. and nine a.m. (inclusive), Monday through Friday, except legal holidays.

(34) "Proportion of drive-alone vehicle trips" or "drive-alone rate" means the number of commute trips over a set period made by affected employees in drive-alone vehicles divided by the number of affected employees working during that period.

(35) "Public works director" means the director of the public works department or his/her designee.

(36) "Ride matching service" means a system which assists in matching commuters for the purpose of commuting together.

(37) "Telecommuting" or "teleworking" means the use of telephones, computers, or other similar technology to permit an employee to work from home, eliminating a commute trip, or to work from a work place closer to home, reducing the distance traveled in a commute trip by at least half.

(38) "Transit" means a multiple-occupant vehicle operated on a for-hire, shared-ride basis, including bus, passenger ferry, rail, shared-ride taxi, shuttle bus, or vanpool.

(39) "Transportation demand management (TDM)" means a broad range of strategies that are primarily intended to reduce and reshape demand on the transportation system.

(40) "Transportation management association (TMA)" means a group of employers or an association representing a group of employers in a defined geographic area. A TMA may represent employers within specific city limits, or may have a sphere of influence that extends beyond city limits.

(41) "Vanpool" means a vehicle occupied by from five to fifteen people traveling together for their commute trip, resulting in the reduction of a minimum of one motor vehicle trip.

(42) "Vehicle miles traveled (VMT) per employee" means the sum of the individual vehicle commute trip lengths in miles made by employees over a set period divided by the number of employees during that period.

(43) "Week" means a seven-day calendar period, starting on Monday and continuing through Sunday.

(44) "Weekday" means any day of the week except Saturday or Sunday.

(45) "Writing," "written," or "in writing" means original signed and dated documents. Facsimile (fax) transmissions are a temporary notice of action that must be followed by the original signed and dated document via mail or delivery.

Section 3. KMC 7.06.020, and the corresponding portions of Ordinance No. 4138 (2009), is amended as follows:

7.06.020 City of Kirkland CTR plan.

~~The City Council hereby approves and adopts the August 2008 City of Kirkland CTR plan. This plan may be amended by further action of the city council. The City Council has adopted the City of Kirkland CTR Plan. The City Council may subsequently amend the plan by resolution. The current City of Kirkland CTR plan is published online, accessible on the City of Kirkland's website.~~

The goals established for the jurisdiction and affected employers in the city's ~~commute trip reduction CTR plan set forth in Attachment A to the ordinance codified in this chapter~~ are incorporated herein by reference. The city staff is directed to make any corrections for typographical errors, include any graphical materials for information, and complete the ~~commute trip reduction CTR plan~~.

Section 4. KMC 7.06.070, and the corresponding portions of Ordinance No. 4138 (2009), is amended as follows:

7.06.070 Requirements for employers – RCW 70.94.534 70A.15.4040.

An affected employer is required to make a good faith effort, as defined in RCW 70.94.534(2) 70A.15.4050(2) and this chapter, to develop and implement a CTR program that will encourage its employees to reduce VMT per employee and drive-alone commute trips. The CTR program must include the mandatory elements described below, including submittal of a CTR program description and regular progress report. Transportation management associations may submit CTR program descriptions and biennial reports on behalf of employers; however, each affected employer shall remain accountable for the compliance of its CTR program.

(a) Description of Employer's CTR Program. Each affected employer is required to submit a description of its CTR program to the city on an official form available from the public works department. At a minimum, the employer's description must include:

(1) General description of each employment site location within the city limits, including transportation characteristics, surrounding services, and unique conditions experienced by the employer or its employees;

- 262 (2) Number of employees affected by the CTR program;
263
264 (3) Documentation of compliance with the mandatory CTR program elements (as
265 described in subsection (b) of this section);
266
267 (4) Description of the additional elements included in the CTR program;
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269 (5) Schedule of implementation, assignment of responsibilities, and commitment to
270 provide appropriate resources to carry out the CTR program; and
271
272 (6) A statement of organizational commitment to provide appropriate resources to the
273 program to meet the employer's established goals.
274
275 (b) Mandatory Program Elements. Each employer's CTR program shall include the following
276 mandatory elements:
277
278 (1) Transportation Coordinator. The employer shall designate a transportation
279 coordinator to administer the CTR program. The coordinator's and/or designee's name,
280 location, and telephone number must be displayed prominently at each affected worksite. The
281 coordinator shall oversee all elements of the employer's CTR program and act as liaison
282 between the employer and the city. An affected employer with multiple sites may have one
283 transportation coordinator for all sites.
284
285 (2) Information Distribution. The employer shall provide information about alternatives
286 to drive-alone commuting to employees at least once a year. This shall consist of, at a
287 minimum, a summary of the employer's program, including the transportation coordinator's
288 name and phone number. The summary of the employer's CTR program shall also be
289 submitted to the city with the employer's program description and regular report.
290
291 Affected employers shall be required to implement the following:
292
293 (A) Promotional events;
294
295 (B) Commuter information center;
296
297 (C) Preferential parking for high-occupancy vehicles, carpools and vanpools;
298 and
299
300 (D) Provide secure covered bicycle parking facilities.
301
302 (c) Additional Program Elements. In addition to the specific program elements described
303 above, the employer's CTR program shall include a set of measures designed to meet CTR
304 goals. Elements may include, but are not limited to, one or more of the following:
305
306 (A) Reduced parking charges for high-occupancy vehicles;
307
308 (B) Instituting or increasing parking charges for drive-alone commuters;
309
310 (C) Provision of commuter ride matching services to facilitate employee ridesharing
311 for commute trips;
312
313 (D) Provision of subsidies for rail, transit, or vanpool fares and/or transit passes;
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315 (E) Provision of vans or buses for employee ridesharing;

(F) Provision of subsidies for carpools, walking, bicycling, teleworking, or compressed schedules;

(G) Provision of incentives for employees who do not drive alone to work;

(H) Permitting the use of the employer's vehicles for carpooling or vanpooling;

(I) Permitting flexible work schedules to facilitate employees' use of transit, carpools, or vanpools;

(J) Cooperation with transportation providers to provide additional regular or express service to the worksite;

(K) Construction of special loading and unloading facilities for transit, carpool, and vanpool users;

(L) Provision of bicycle parking facilities, lockers, changing areas, and showers for employees who bicycle or walk to work;

(M) Provision of a program of parking incentives such as a rebate for employees who do not use the parking facilities;

(N) Establishment of a program to permit employees to work part- or full-time at home or at an alternative worksite closer to their homes which reduces commute trips;

(O) Establishment of a program of alternative work schedules, such as a compressed work week, which reduces commute trips;

(P) Implementation of other measures designed to facilitate the use of high-occupancy vehicles, such as on-site day care facilities, emergency taxi services, or guaranteed ride home programs;

(Q) Charging employees for parking, and/or the elimination of free parking; and

(R) Other measures that the employer believes will reduce the number and length of commute trips made to the site.

Section 5. KMC 7.06.120, and the corresponding portions of Ordinance No. 4138 (2009), is amended as follows:

7.06.120 Enforcement.

(a) Compliance. For purposes of this section, compliance shall mean:

(1) Fully implementing in good faith all mandatory program elements as well as provisions in the approved CTR program description and report;

(2) Providing a complete CTR program description and report on the regular reporting date; and

(3) Distributing and collecting the CTR program employee questionnaire during the scheduled survey time period.

(b) Program Modification Criteria. The following criteria for achieving goals for VMT per employee and proportion of drive-alone trips shall be applied in determining requirements for employer CTR program modifications:

(1) If an employer meets either or both goals, the employer has satisfied the objectives of the CTR plan and will not be required to improve its CTR program.

(2) If an employer makes a good faith effort, as defined in RCW ~~70.94.534(2)~~ 70A.15.4050(2) and this chapter, but has not met the applicable drive-alone or VMT goal, no additional modifications are required.

(3) If an employer fails to make a good faith effort as defined in RCW ~~70.94.534(2)~~ 70A.15.4050(2) and this chapter, and fails to meet the applicable drive-alone or VMT reduction goal, the city shall direct the employer to revise its program within thirty days to come into compliance with the measures defined by RCW ~~70.94.534(2)~~ 70A.15.4050(2), including specific recommended program modifications. In response to the recommended modifications, the employer shall submit a revised CTR program description and report, including the requested modifications or equivalent measures, within thirty days of receiving written notice to revise its program.

(4) The city shall review the revisions and notify the employer of acceptance or rejection of the revised program. If a revised program is not accepted, the city will send written notice to that effect to the employer within thirty days and, if necessary, require the employer to attend a conference with program review staff for the purpose of reaching a consensus on the required program. A final decision on the required program will be issued in writing by the city within ten working days of the conference.

(c) Modification of CTR Program Goals.

(1) An affected employer may request that the city modify its CTR program goals. Such requests shall be filed in writing at least sixty days prior to the date the worksite is required to submit its program description or annual report. The goal modification request must clearly explain why the worksite is unable to achieve the applicable goal. The worksite must also demonstrate that it has implemented all of the elements contained in its approved CTR program.

(2) The city will review and grant or deny requests for goal modifications in accordance with procedures and criteria identified in the CTR board guidelines.

(3) An employer may not request a modification of the applicable goals until one year after the city approval of its initial program description or biennial report.

(d) Violations. Violation of a provision of this chapter is a civil infraction for which a monetary penalty may be imposed under this chapter. The following actions shall constitute a violation of this chapter:

(1) Failure to self identify as an affected employer;

(2) Failure to perform a baseline measurement, including:

(A) Employers notified or that have identified themselves to the city within ninety days of the chapter being adopted and that do not perform a baseline

measurement consistent with the requirements specified by the city within ninety days from the notification or self-identification;

(B) Employers not identified or self-identified within ninety days of the chapter being adopted and that do not perform a baseline measurement consistent with the requirements specified by the city within ninety days from the adoption of the ordinance codified in this chapter;

(3) Failure to develop and/or submit on time a complete CTR program;

(4) Failure to implement an approved CTR program, unless the program elements that are carried out can be shown through quantifiable evidence to meet or exceed VMT and drive-alone goals as specified in this chapter;

(5) Submission of false or fraudulent data in response to survey requirements;

(6) Failure to make a good faith effort, as defined in RCW ~~70.94.534~~ 70A.15.4050 and this chapter; or

(7) Failure to revise a CTR program as defined in RCW ~~70.94.534(4)~~ 70A.15.4050(4) and this chapter.

(e) Penalties.

(1) No affected employer with an approved CTR program which has made a good faith effort may be held liable for failure to reach the applicable drive-alone or VMT goal.

(2) Each day of failure by an employer to (A) implement a commute trip reduction program, or (B) modify an unacceptable commute trip reduction program, or (C) fail to perform any activity required by this chapter relating to implementation of or required modification to a CTR program shall constitute a separate violation and shall be considered a civil infraction. The penalty for a violation shall be two hundred fifty dollars per day.

(3) An affected employer shall not be liable for civil penalties if failure to implement an element of a CTR program was the result of an inability to reach agreement with a certified collective bargaining agent under applicable laws where the issue was raised by the employer and pursued in good faith. Employers having unionized employees shall be presumed to act in good faith compliance if they:

(A) Propose to a recognized union any provision of the employer's CTR program that is subject to bargaining as defined by the National Labor Relations Act; and

(B) Advise the union of the existence of the statute and the mandates of the CTR program approved by the city and advise the union that the proposal being made is necessary for compliance with state law (RCW ~~70.94.534~~ 70A.15.4040).

(4) Payment of a monetary penalty pursuant to this chapter does not relieve an affected employer of the duty to comply with the activities required by this chapter.

(5) Nothing in this chapter limits the right of the city to pursue other civil or equitable remedies it may have to obtain compliance with the activities required by this chapter.

476 (6) A notice of violation and imposition of monetary penalties represents a
477 determination that a civil infraction has been committed. The determination is final unless
478 appealed as provided in this chapter.
479

480 (7) A notice of violation and imposition of monetary penalties shall be served on the
481 affected employer, either personally or by mailing a copy of the notice by certified mail, postage
482 prepaid, return receipt requested to the affected employer at his/her last known address. The
483 person who effected personal service or service by mail shall make proof of service at the time
484 of service by a written declaration under penalty of perjury declaring the time and date and the
485 manner in which service was made.
486
487

488 Section (6). If any provision of this ordinance or its application to any person or
489 circumstance is held invalid, the remainder of the ordinance or the application of the provision
490 to other persons or circumstances is not affected.
491

492 Section (7). This ordinance shall be in force and effect five days from and after its
493 passage by the Kirkland City Council and publication of a summary of this ordinance, as
494 required by law.
495

496 Passed by majority vote of the Kirkland City Council in open meeting this 20th day of
497 May, 2025.
498

499 Signed in authentication thereof this 20th day of May, 2025.
500



Kelli Curtis, Mayor

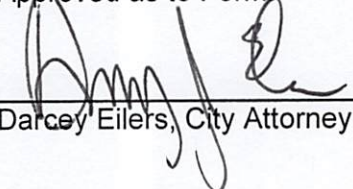
Attest:



Elizabeth Adkisson, Acting City Clerk

Publication Date: May 26, 2025

Approved as to Form:



Darcey Eilers, City Attorney

PUBLICATION SUMMARY
OF ORDINANCE NO. O-4902

AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO THE CITY OF KIRKLAND COMMUTE TRIP REDUCTION (CTR) PLAN, ADOPTING THE 2025-2029 CTR PLAN AND AMENDING CHAPTER 7.06 OF THE KIRKLAND MUNICIPAL CODE RELATING TO CTR PROGRAMS.

1 SECTION 1. Adopts the 2025-2029 City of Kirkland Commute Trip Reduction (CTR)
2 Plan.

3
4 SECTION 2-5. Makes revisions to sections of chapter 7.06 of the Kirkland Municipal
5 Code related to the CTR Plan and CTR programs.

6
7 SECTION 6. Provides a severability clause for the ordinance.

8
9 SECTION 7. Authorizes publication of the ordinance by summary and establishes the
10 effective date as five days after publication of summary.

11
12 The full text of this Ordinance will be mailed without charge to any person upon request
13 made to the City Clerk for the City of Kirkland. The Ordinance was passed by the Kirkland City
14 Council at its meeting on the 20th day of May, 2025.

15
16 I certify that the foregoing is a summary of Ordinance O-4902 approved by the Kirkland
17 City Council for summary publication.



Elizabeth Adkisson, Acting City Clerk

Kirkland Commute Trip Reduction Four-Year Plan Update: 2025–2029

Benefits of CTR

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

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

The city of Kirkland is located on the eastern shore of Lake Washington. It is a suburban city, surrounded by other suburban cities and pockets of unincorporated King County. The city is near several major transportation routes including Interstate 405, State Route 520, and Interstate 5. These routes connect the city economically and socially to the greater Seattle area. The current population is 96,920, making Kirkland the twelfth largest city in Washington and the sixth largest in King County.

As a mature city, the roadway system is largely complete and most of the land area is built out. The transportation system has room for improvement to fully support all modes of travel. There are sidewalk gaps, pedestrian crossings that lack enhanced safety measures, gaps in bikeways, needs for improved access to transit stops, and so on. Filling in these gaps is a focus of the capital improvement plan.

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

Most of Kirkland's large employers are located in downtown Kirkland, Totem Lake, Carillon Point, Houghton, and at the south edge of Kirkland. All of those areas are served by one or more King County Metro bus routes with frequent service during typical commuting hours. However, some employers affected by the CTR law are not located in those areas and are not well-served by transit.

Bus routes serving stops in Kirkland connect to Seattle, Bellevue, Redmond, Kenmore, and other places where people who work in Kirkland may live. Most of Kirkland's highest-use bus stops have a shelter and a bench providing an improved waiting area. Kirkland has three transit centers and several park and rides. The Sound Transit Link light rail train network does not come to Kirkland, but Metro bus routes serving stops in Kirkland connect to stations on the 1 Line and the 2 Line.

The city's bicycle network consists of on-street bike lanes, buffered bike lanes, separated shared-use paths, and shared on-street facilities, including sharrows and neighborhood greenways. Gaps in the bicycle network are present along several principal arterials, including NE 85th Street, NE 124th Street, and 100th Avenue NE. The Cross Kirkland Corridor provides an all-ages and abilities separated trail that serves as a major north-south bike corridor. It connects to Eastrail and the SR 520 trail, providing a bicycle route to Kirkland for those who work here but live in other cities.

For workers who live close enough to their worksites to walk, there are sidewalks on many of Kirkland's streets, but gaps remain. The transportation projects in the Capital Improvement Plan are focused on

completing infrastructure systems for all transportation modes. This focus will facilitate more commuter access to non-drive alone modes.

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

Kirkland's traffic volumes are still slightly lower overall compared to before the COVID-19 pandemic. This is attributable, at least in part, to a reduction in the number of people physically traveling to a worksite as working from home has become more common.

Regarding commute trip reduction, when people telework they are not generating drive-alone commute trips, which is a goal of CTR. On the other hand, they are also not generating transit ridership numbers, leading to lower ridership performance of routes in Kirkland. When routes have lower ridership, it becomes more difficult to make the case for increasing the frequency and coverage of Metro bus routes.

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

Commute trip reduction directly affects the Kirkland City Council goals pertaining to a balanced utilization of transportation modes, environmental sustainability, and economic vitality.

Goals relevant to CTR in the Transportation Strategic Plan include:

- Creating and maintaining a high-quality network of complete and connected low-stress walking, rolling and bicycling facilities, including sidewalks, trails, crosswalks, and bikeways, making active transportation a first choice for many trips. (Goal T-2)
- Supporting and promoting a transit system as a high-value option for many trips. (Goal T-3)
- Minimizing transportation environmental impacts through mode shift. (Goal T-8)
- Coordinating transportation and land use planning and policies to ensure future growth is supported and sustained by a livable, walkable, connected and transit oriented city. (Goal T-9)
- Coordinating with a broad range of groups; public and private, to help meet Kirkland's transportation goals. (Goal T-10)

Goals relevant to CTR in the Comprehensive Plan include:

- Promote a compact, efficient, and sustainable land use pattern in Kirkland that supports a multimodal transportation system that efficiently moves people and goods; minimizes energy use, greenhouse gas emissions, and service costs; conserves land, water, and natural resources; and provides sufficient land area and development intensity to accommodate Kirkland's share of the regionally adopted population and employment targets. (Goal LU-2)
- Provide a land use pattern and transportation network that promotes mobility, transportation choices, and convenient access to goods and services. (Goal LU-3)

Goals relevant to CTR in the Sustainability Strategic Plan include:

- Reduce GHG emissions from vehicles 25% by 2030. (Goal ES-4)

- Achieve the K4C goal of reducing driving per capita by 20% by 2030 and 50% by 2050, compared to 2017 levels. (Goal LT-3)
- Grow annual average weekday transit ridership by 10% each year. (Goal LT-5)
- Promote current shared mobility programs and services. (Goal LT-6)
- Support and enhance the resilience of the Kirkland business community. (Goal SB-3)

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 referenced.

The city should accelerate land use and transportation improvements to meet sustainability, livability, and economic development goals. Increases in density of new housing and the capital improvement projects to build out multi-modal networks are going the right direction to support commute trip reduction.

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

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

The CTR program and the city's focus on increasing housing density and completing the multi-modal networks are mutually reinforcing. By encouraging people to commute via non-drive-alone modes the CTR program supports the market for higher density housing close to transit and the demand for multi-modal networks. In turn the higher density housing near transit and the multi-modal networks offer more opportunities for people to commute via non-drive-alone modes.

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

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

Kirkland's environmental objectives are detailed most comprehensively in the Sustainability Strategic Plan, adopted in 2020. Every drive-alone commute trip that converts to transit, rideshare, or a non-motorized mode eliminates the greenhouse gas emissions that would have been generated by that drive-alone trip. The CTR survey captures data about commuters who are using electric vehicles, which allows for more nuanced analysis of how commute trips by car or rideshare are contributing to greenhouse gas emissions.

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

- The CTR program helps reduce air pollution and improve air quality as gas-powered vehicle trips are reduced.
- Less vehicle driving means fewer roadway abrasions from tires and fewer chemicals and oils that go down our drains and pollute bodies of water.
- Fewer vehicle miles traveled results in less wear and tear on roads, improving the longevity of the pavement. There is environmental benefit to reducing the frequency of the need to overlay, slurry seal, and fill potholes.
- As drive-alone trips shift to transit, rideshare, and active modes, the demand for new roadways decreases and more land area can be left in a natural, unbuilt state.
- More people working from home might mean fewer disposable takeout food containers and utensils from restaurants being discarded.
- The CTR program supports sustainable land use practices and transit-oriented development, which can help conserve natural resources.
- Beyond environmental benefits, the CTR program enhances community health and well-being by promoting active transportation modes such as walking and biking, activities with health benefits.

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

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

Achieving Kirkland's CTR targets will contribute to local, regional, and state aspirations for:

- Increased transit ridership
- Decreased air pollution, water pollution, and greenhouse gas emissions
- Improved walkability and bikeability
- Collecting of more useful transportation behavior data
- Robust economy
- Healthier population

Achieving Kirkland's CTR targets will contribute toward accomplishing the Puget Sound Regional Council's VISION 2050 goals pertaining to the environment, climate change, housing, transportation, and the economy.

b. List adjacent CTR-affected cities and counties.

Cities: Bellevue, Redmond, Bothell, Woodinville

Counties: Snohomish, Pierce

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

The top cross-border and regional transportation issues affecting Kirkland are:

- Traffic congestion

- Transit connectivity between cities
- Infrastructure maintenance and expansion
- Transportation equity
- Environmental impacts of transportation

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.

The strategies include:

- Empowering all jurisdictions to effectively promote the use of transit, including Vanpool, to their populations, including to residents and employers.
- Kirkland is coordinating with King County Metro to plan the RapidRide K Line, which will run through Kirkland and Bellevue and serve Link light rail stations for connectivity to Seattle and beyond.
- Kirkland is coordinating with Sound Transit and WSDOT on the NE 85th Street / I-405 Interchange and STRIDE Bus Rapid Transit service for regional connectivity.

Performance targets

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

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

Kirkland's performance target for 2029 is a weighted average drive-alone rate of 45% or less for CTR-affected worksites. [Approved by the TDM Technical Committee on April 5, 2024]

The math behind this is:

- 53% is Kirkland's baseline weighted average drive-alone rate determined by the fall 2023 – spring 2024 CTR survey results.
- Kirkland is targeting a 15% reduction from baseline.
- $53\% - (53\% \times 0.15) = 45\%$

b. List any additional performance targets.

None

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

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.

The CTR-affected worksites performance target baseline is a weighted average drive-alone rate of 53%, which comes from the results of the fall 2023 – spring 2024 CTR survey.

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

a. Provide the source for each base value listed.

The base value for the weighted average drive-alone rate for CTR-affected worksites was determined from the results of the fall 2023 – spring 2024 CTR survey.

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

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

Kirkland will measure progress by administering the CTR survey to our CTR-affected worksites in 2025 and 2027.

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

a. List all your CTR-affected sites.

1. Astronics
2. Cascade Investment (BMGI)
3. City of Kirkland – City Hall & Annex
4. City of Kirkland – Justice Center, Police Department & Municipal Court
5. EvergreenHealth Medical Center
6. EvergreenHealth Plaza
7. GoDaddy
8. Google – 6th Street
9. Google – Kirkland Urban
10. Kenworth Truck Company
11. Lake Washington Institute of Technology
12. Northwest University
13. ServiceNow

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

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

The drive-alone rate performance targets below for each CTR-affected worksite are a 15% reduction from the base values (rounded to the nearest whole number). The base values come from the results of the fall 2023 – spring 2024 CTR survey.

1. Astronics: 42%
2. Cascade Investment (BMGI): 53%

3. City of Kirkland – City Hall & Annex: 48%
4. City of Kirkland – Justice Center, Police Department & Municipal Court: 78%
5. EvergreenHealth Medical Center: 54%
6. EvergreenHealth Plaza: 66%
7. GoDaddy: 18%
8. Google – 6th Street: 37%
9. Google – Kirkland Urban: 39%
10. Kenworth Truck Company: 54%
11. Lake Washington Institute of Technology: 50%
12. Northwest University: 50%
13. ServiceNow: 38%

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.

The base values for drive-alone rates (rounded to the nearest whole number) for each worksite come from the results of the fall 2023 – spring 2024 CTR survey.

1. Astronics: 49%
2. Cascade Investment (BMGI): 62%
3. City of Kirkland – City Hall & Annex: 56%
4. City of Kirkland – Justice Center, Police Department & Municipal Court: 92%
5. EvergreenHealth Medical Center: 64%
6. EvergreenHealth Plaza: 78%
7. GoDaddy: 21%
8. Google – 6th Street: 44%
9. Google – Kirkland Urban: 46%
10. Kenworth Truck Company: 64%
11. Lake Washington Institute of Technology: 59%
12. Northwest University: 59%
13. ServiceNow: 45%

Services and strategies

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

- Kirkland Green Trip is the umbrella name for all commute trip reduction and transportation demand management programs and activities the City of Kirkland carries out. Most Kirkland Green Trip activities contribute directly or indirectly to achieving CTR targets, whether it's a campaign to encourage employers to take advantage of a limited-time discount on the ORCA Business Passport program or promoting and staffing celebration stations for Bike Everywhere Day.

- Kirkland will carry out marketing campaigns to promote awareness and utilization of high-frequency King County Metro bus routes, Sound Transit's light rail 2 Line, and Kirkland's neighborhood greenways as active transportation corridors.
- Kirkland will promote the ORCA Business Programs to existing and new CTR-affected worksites, with an intention to increase the percentage of people working in Kirkland who receive a partly or fully subsidized transit pass as a benefit of their job.
- The City Council issues annual Bike Everywhere Month and Ride Transit Month proclamations, signaling the jurisdiction's political support for non-drive-alone commute modes.
- Kirkland's Comprehensive Plan update, to be adopted in December 2024, includes housing density and capital improvement plan actions that will support achieving CTR targets.
- Kirkland and WSDOT are building a new I-405 interchange at NE 85th St, which will enable Bus Rapid Transit service.
- The CTR program administrator will conduct in-person outreach at the worksites of CTR-affected employers as well as at City-sponsored events, like the Juanita Friday Market, that are frequented by members of the public, including people who work for CTR-affected employers.

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

- Bus Rapid Transit on I-405, expected to begin service in 2027, will make transit a more attractive commuting option for people who work for certain CTR-affected employers.
- The CTR program administrator will provide educational materials to employers that indicate how much workers value commute benefits.
- The CTR program administrator may promote the Switch Your Trips challenge, organized by the Washington State Ridesharing Organization, to CTR-affected employers. It involves logging non-drive-alone trips, encouraging behavior change through the chance to win high-value prizes.
- The CTR program administrator will schedule an opportunity to be on-site at Carillon Point, the location of three CTR-affected worksites plus additional employers, to promote transportation options and answer employees' questions. This could be a Transportation Options Expo event hosted by one or more employers at Carillon Point. The CTR program administrator will also accept invitations from CTR-affected employers elsewhere in the city to carry out outreach at their on-site events, like commute fairs.
- Kirkland will work with worksites to consider instituting or increasing parking fees, or to shift from monthly fees to daily fees.

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

a. Describe how you'll address these barriers.

Barrier 1: Not all CTR-affected worksites are well served by transit.

More transit service is on the way, including I-405 Bus Rapid Transit and the King County Metro RapidRide K Line. The City will continue advocating for expanded transit service.

Barrier 2: Negative perceptions about the reliability and safety of transit.

The City's messaging encouraging transit use will address these perceptions. The City will cooperate with King County Metro on enhancing safety at bus stops and transit centers.

Barrier 3: Unpredictability of employers' work-from-home policies.

For some employers, the base values for their drive-alone rates (question 11) were impacted by the number of days their staff were allowed to work from home. If some employers decide to require their staff to come to their worksites more frequently than was the case in fall 2023 – spring 2024, which is a decision that is the employers' to make, this will make it more difficult to achieve the CTR targets.

Barrier 4: Lack of bicycling facilities where people feel safe and comfortable riding, hindering people from biking to work more.

The City will put in more on-street bike facilities over time.

Barrier 5: Availability of free or subsidized parking at worksites.

The City will work with worksites to consider instituting or increasing parking fees, or to shift from monthly fees to daily fees.

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

- Encouraging the use of trip-matching tools like RideshareOnline.com for carpools and vanpools
- Encouraging people to load their transit passes onto their mobile phones, once ORCA enables that capability for both Android and iOS
- Encouraging employee transportation coordinators to promote to their colleagues the best phone apps for transit trip planning and real-time transit tracking
- Using the State's online CTR tool to conduct CTR surveys and collect program reports

16. Transcribe or link to your local CTR ordinance.

Chapter 7.06 Commute Trip Reduction (Ord. 4138, 2009) of the Kirkland Municipal Code

17. Describe your financial plan.

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

Activity	Estimated average annual cost
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Employer engagement*	\$30,000
Performance reporting**	\$10,000
Consultant activities	\$140,000
Engagement materials	\$20,000
Commute Trip Reduction 4-year Plan	\$20,000
Administration***	\$25,000
Total	\$245,000

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

**Includes worksite surveys and program reports.

***Includes financial and program management; CTR/ETC duties for city employees; involvement in comprehensive, regional transportation, and transit planning; transportation demand management technical assistance to capital projects.

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

Source of Revenue	Estimated average annual revenue
City of Kirkland	\$20,000
WSDOT	\$45,000
CMAQ	\$180,000
Total	\$245,000

18. Describe your implementation structure.

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

The City of Kirkland employee designated as the CTR program administrator will be responsible for implementing and administering the plan. Assistance with CTR and TDM activities will be provided by the consultant under contract for the City's Kirkland Green Trip transportation demand management program, assuming there is continued federal CMAQ funding made available under grant agreements with King County Metro Transit.

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

As of 2025, Blair Daly is the CTR program administrator for the City. He is in the Public Works Department and his job title is Transportation Program Coordinator. He will monitor progress on the overall CTR plan.

19. List your implementation schedule.

a. Provide the timeline for anticipated projects.

	1st Biennium July 2025 – June 2027	2nd Biennium July 2027 – June 2029
Actions	<p>Provide commute and other employee transportation coordinator services to city employees.</p> <p>Identify worksites and employee transportation coordinators.</p> <p>Train and provide technical assistance to employee transportation coordinators. Review employer CTR plans.</p> <p>Assure conduct of worksite surveys and provision of program reports.</p> <p>Conduct financial and program management.</p> <p>Engage in comprehensive, regional transportation, and transit planning.</p> <p>Provide transportation demand management technical assistance to capital projects.</p> <p>Support city funding of employer incentives.</p> <p>Evaluate whether timing is right to update Transportation Management Plan template and standard requirements.</p>	<p>Provide commute and other employee transportation coordinator services to city employees.</p> <p>Identify worksites and employee transportation coordinators.</p> <p>Train and provide technical assistance to employee transportation coordinators. Review employer CTR plans.</p> <p>Assure conduct of worksite surveys and provision of program reports.</p> <p>Conduct financial and program management.</p> <p>Engage in comprehensive, regional transportation, and transit planning.</p> <p>Provide transportation demand management technical assistance to capital projects.</p> <p>Support city funding of employer incentives.</p> <p>Undertake development of activities for 2029-2033 four-year CTR plan.</p>

20. Describe the CTR plan for jurisdiction employees.

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.

- The City's Super Commuter program incentivizes non-drive-alone commute trips by employees by paying them a small bonus each quarter if they attest to having primarily traveled to work via transit, carpooling, biking, or walking. The CTR program coordinator will advocate for an increase to the amount of the quarterly incentive.
- The City is a customer of ORCA Business Passport and makes available to all benefited employees an unlimited-use ORCA card transit pass.
- The City allows some employees to work from home some of the time.
- The CTR program administrator serves as the employee transportation coordinator for the City's two CTR-affected worksites: Kirkland City Hall and the Kirkland Justice Center.
 - He administers the CTR survey to City employees and completes the CTR program reports for the two worksites.
 - He analyzes the CTR survey results and makes recommendations for reducing single-occupant vehicle trips generated by the worksites.
 - He encourages City employees to make use of their unlimited-use ORCA cards.
 - He serves as a commute advisor to employees.
 - He publicizes promotional challenges and campaigns.
 - He ensures accurate commute options information is maintained on the City's intranet.

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

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

The actions included in the city-as-employer plan indicate the city's commitment and are similar to those carried out by the other CTR-affected worksites. They create a mutually reinforcing community focused on CTR. Employers know that the City is involved and committed to CTR along with them.

Alignment with plans

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

King County Metro, Sound Transit, Community Transit

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

King County Metro – Transit Development Plan and Metro Connects Long-Range Plan

Sound Transit Development Plan

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

Employer engagement and promotion: Increases use of transit through awareness and increased availability of subsidized transit passes.

Incentives: Guides employers on options for incentivizing employees to use non-drive alone modes for their commute trips, gives positive visibility to the CTR program, and promotes transit use.

Marketing: Makes people more aware of transit options.

Engagement in the planning process: Increases awareness of and support for transit and other travel modes.

The Metro Connects Long-Range Plan prioritizes the development of a RapidRide line passing through Totem Lake, downtown Kirkland, and southward into Bellevue. Several of Kirkland's CTR-affected worksites are located near the planned RapidRide K Line route.

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

Updates to Kirkland's Comprehensive Plan and Transportation Strategic Plan will be finalized in December 2024. The updates will incorporate future land use and development that is aligned with Kirkland's regional growth strategy, growth centers, and along transit corridors.

City staff will consider recommending modifications to the template and standard requirements for new developments and redevelopments requiring a Transportation Management Plan.

Engagement

26. Describe stakeholder engagement.

a. Whom did you talk to?

- The CTR program administrator conducted one-on-one meetings with two-thirds of the employee transportation coordinators for CTR-affected worksites in Kirkland to gather stakeholder input. (The other ETCs declined to participate or were unable to schedule a time that worked.)
- The CTR program administrator made available to the public a draft of the plan and a comment form. Links to those were included in the City's weekly newsletter on two occasions and posted to the City's social media accounts. The City received 13 comments from the public.
- The CTR program administrator presented an overview of the CTR 4-Year Plan draft to the Kirkland Transportation Commission to gather stakeholder input.

c. When did you talk to them?

Employee transportation coordinators: between August 27 and September 9, 2024

Public comment period: Oct 1, 2024 to Oct 31, 2024

Transportation commission: October 23, 2024

d. What did they have to say?

The Employee Transportation Coordinators said:

- They feel excited about the expansion of transportation options coming to Kirkland, like I-405 Bus Rapid Transit and the Sound Transit Link 2 Line, and they believe more employees would use transit if the existing routes were more expansive and buses came more frequently.
- They view those considered vulnerable populations in the context of Commute Trip Reduction as those employees who rely on transit, who live long distances from their worksites, who start work well before 9am or finish work well after 5pm, who don't have regular patterns as far as the days and times they travel to their worksites, and for whom English is not their first language.
- They are generally pleased with the quality and the amount of transportation information they make available to their employees via their intranet and other channels, and they believe employees know where to access that information and can easily do so.
- They are pleased with communications and guidance received from the City about complying with the CTR law's requirements to survey their staff every other year and to complete a CTR program report every other year. If they received more CTR-related information from the City, like about new transportation options, they would pass that information on to their coworkers.
- One ETC said she thinks that the cost of gasoline reaching a certain high point drives more interest among her coworkers in vanpooling and carpooling.
- One ETC said he'd like follow-up after the CTR survey to learn how his company compares with other companies in the same industry in terms of generating drive-alone commutes and vehicle miles traveled.
- One ETC noted that the leadership of her organization will soon require more on-site workdays among all staff, meaning more commuting to the worksite, but they're also allowing four 10-hour shifts, which would reduce commute trips relative to people working five 8-hour shifts per week.

Additional comments from the ETCs are found below under question 29.

Comments from the public said:

- The City received 13 comment submissions. Some commenters expressed a desire for increases or changes to transit service, including wanting a bus route that goes from Kirkland to downtown Seattle.

- Some commenters expressed a belief that for most people, using transit, walking, or rolling is unrealistic for most of their trips and it will remain so without major changes. Therefore, the performance target in this draft plan is unrealistic to achieve.
- Some commenters touched on matters pertaining to growth, development, and density.

Members of the Transportation Commission said:

- The commissioners were generally pleased with the draft plan.
- Some commissioners expressed concern that if any CTR-affected worksites in Kirkland change their work from home policies such that staff are required to come to the worksites more often than they were when they last took the CTR survey, this will make it harder to achieve the performance target in this plan.
- One commissioner wanted to double check that administering the CTR law is not the entirety of the City's activities when it comes to transportation demand management and commute trip reduction. Staff assured him it is not and reminded all the commissioners about the breadth of TDM activities carried out under what the City calls our Kirkland Green Trip program.
- One commissioner emphasized the importance of continuing to explore creative, flexible solutions to make it easier for people to not drive alone to work, including things like first-mile/last-mile connections and services, and an easy-to-use 'guaranteed ride home' benefit.

e. How did what they said influence the plan?

The input received from the Employee Transportation Coordinators, the public, and the Transportation Commission is reflected mostly in the 'Services and Strategies' portion of this plan (questions 12 to 21). For example, the suggestion by an employee transportation coordinator to do in-person tabling at Carillon Point – and her offer to help facilitate that – resulted in this plan including that (question 13).

27. Describe vulnerable populations considered.

Vulnerable populations considered include those who rely on transit to get to work, those whose residence is far from their worksite, those who start work well before 9am or finish work well after 5pm, those who don't have regular patterns as far as the days and times they travel to their worksites, and those for whom English is a second language.

Vulnerable populations considered also include those who work at the four CTR-affected worksites in Kirkland that are in areas the State determined to have high Environmental Health Disparities rankings: EvergreenHealth Medical Center, EvergreenHealth Plaza, Lake Washington Institute of Technology, Kirkland Justice Center.

28. Describe engagement focused on vulnerable populations.

a. Whom did you talk to?

The CTR program administrator received input from all four of the employee transportation coordinators at CTR-affected worksites located in areas that the State assigned high Environmental Health Disparities rankings. All of the ETCs he spoke with were able to speak to the challenges faced by employees they regarded as vulnerable in the context of commute trip reduction. The opportunity for the public to submit comments on a draft of the plan was open to everyone, including vulnerable populations, some of whom receive the City's weekly newsletter where we invited the submission of comments.

b. When did you talk to them?

The conversations with the employee transportation coordinators occurred in late August and early September, 2024. The public comment period was between October 1 and October 31, 2024.

c. What did they have to say?

The ETCs said they considered vulnerable employees in the context of CTR to be those who rely on transit to get to work, those whose residence is far from their worksite, those who start work well before 9am or finish work well after 5pm, those who don't have regular patterns as far as the days and times they travel to their worksites, and those for whom English is a second language.

d. How did what they said influence the plan?

The input received is reflected mostly in the 'Services and Strategies' portion of this plan (questions 12 to 21). For example, the plan includes encouraging the use of trip-matching technology tools like RideshareOnline.com for people for whom fixed-route transit is not a viable commuting mode, due to starting or finish work at atypical commuting hours and/or due to living far from a transit route.

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

The CTR program administrator spoke with six of the nine employee transportation coordinators for CTR-affected worksites in Kirkland. Their suggestions are listed below.

- ETCs believe more employees would use transit if the existing routes were more expansive and buses came more frequently. Could the City advocate for increased frequency and route coverage?
- One ETC thinks reducing the cost of vanpooling might increase its uptake among her coworkers.
- One ETC said her worksite could benefit from more information about incentives regarding buying electric vehicles and installing EV charging stations.
- One ETC suggested doing a transportation options expo in the office park where her worksite and several other employers are located.

- One ETC said his coworkers – especially those who are foreign-born – would be more apt to participate in the CTR survey if they better understood why the government is asking those questions and what, practically, they will do with the information gathered. He suggested the City and State might be able to come up with messaging that is more targeted to foreign-born workers.
- One ETC said he'd like follow-up after the CTR survey to learn how his company compares with other companies in the same industry in terms of generating drive-alone commutes and vehicle miles traveled.

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

Recent robust public engagement carried out by City staff for the purpose of Kirkland's Comprehensive Plan and Transportation Strategic Plan included engagement focused on vulnerable populations. This was done prior to the engagement for the CTR Plan.

Regional transportation planning organization CTR plan review

RTPO comments:

"Puget Sound Regional Council finds Kirkland's draft CTR plan to be consistent with the Regional Transportation Plan (2022-2050) based on our review." – 10/31/2024, Gil Cerise, Program Manager, PSRC