City of University Place
Commute Trip Reduction Plan

Four-Year Plan: 2025-2029

University Place
WASHINGTON

Contents

Table of Contents 2

Abbreviations 4

Introduction 5

Commute Trip Reduction Plan Overview 5

Benefits of Commute Trip Reduction 6

1. Local Land Use and Transportation Context and Objectives 7
2. How the CTR Program Will Help Achieve University Place's Land Use and Transportation Objectives 11
3. How the CTR Program Will Help Achieve University Place's Environmental Objectives 11
4. How the CTR Program Will Help Achieve Regional and State Objectives 12

Performance Targets 16

5. CTR Performance Targets 16
6. Base Values for Each Performance Target 16
7. Method Used to Determine the Base Value for Each Target 16
8. How University Place Will Measure Progress Toward Each Target 16
9. CTR-Affected Worksites in University Place 16
10. Performance Targets for Each CTR-Affected Worksite 17
11. List the Base Value for Each Site 17

Services and Strategies 18

12. Services and Strategies University Place Will Use to Achieve CTR Targets 18
13. How University Place's Services and Strategies Will Support CTR-Affected Employers 19
14. Barriers University Place Must Address to Achieve CTR Targets 20
15. The Transportation Demand Management Technologies University Place Plans to Use to Deliver CTR Services and Strategies 21
16. University Place's Local CTR Ordinance 22
17. Pierce County's and University Place's Financial Plan 22
18. University Place's Implementation Structure 23
19. University Place's Implementation Schedule 24
20. The CTR Plan for University Place Employees 24

21. How the CTR Plan for University Place Employees Contributes to the Success of the Overall Plan 25
Alignment with Plans 26
22. Transit Agencies That Provide Service in University Place 26
23. Transit Plans Reviewed While Developing this Plan 26
24. How This CTR Plan Supports the Transit Plans 26
25. Comprehensive Plan Updates Needed and When They Will Be Made 27
Engagement 28
26. Stakeholder Engagement 28
27. Vulnerable Populations Considered 37
28. Engagement Focused on Vulnerable Populations 37
29. List Employers' Suggestions to Make CTR More Effective 39
30. The Results of Engagement Focused on Vulnerable Populations that Will be Provided for Use in the Comprehensive Plan and Transit Plan Updates. 39
Regional Transportation Planning Organization CTR Plan Review 41

Tables

Table 1—2025–2029 CTR Financial Plan for Pierce County and the Cities of DuPont, Fife, Gig Harbor, Lakewood, Puyallup, Sumner, and University Place 21
Table 2—Likely Revenue Sources for Funding CTR Plan 23
Table 3—Anticipated CTR Projects and Actions 23

Appendices

Appendix A

City of University Place Vicinity CTR Worksite Map

Appendix B

City of University Place Comprehensive Plan Map

Appendix C

City of University Place Zoning Map

Appendix D

City of University Place Transit Services and Facilities Map

Appendix E

City of University Place Non-Motorized Facilities Map

Appendix F

Engagement Questions

Abbreviations

ACS	American Community Survey
Census	U.S. Census Bureau
City	City of University Place
Comprehensive Plan	City of University Place Comprehensive Plan
County	Pierce County
CTR	Commute Trip Reduction
DSHS	Washington State Department of Social and Health Services
ETC	Employee Transportation Coordinator
JBLM	Joint Base Lewis-McChord
MIC	Frederickson Regional Manufacturing/Industrial Center
ORCA	One Regional Card for All
PSRC	Puget Sound Regional Council
RTPO	regional transportation planning organizations
SOV	single-occupancy vehicle
SR	State Route
State	State of Washington
WTP	Washington State Transportation

Introduction

Commute Trip Reduction Plan Overview

In 2002, the City of University Place adopted the Commute Trip Reduction Ordinance (UPMC 17.45). The purpose of this Ordinance was to comply with the Commute Trip Reduction Act RCW 70.94.521 adopted by the Washington State Legislature in 1991. This law requires employers of 100 or more employees who arrive between 6 and 9 a.m. to develop and implement a program to encourage their employees to reduce vehicle miles traveled and drive-alone trips.

In 2006, the Washington State Legislature passed the Commute Trip Reduction Efficiency Act which amended the requirements for local governments in those counties experiencing the greatest automobile-related air pollution and traffic congestion to develop and implement plans to reduce drive-alone trips. This Plan has been prepared in accordance with these revisions to RCW 70.94.521.

In 2008, the City updated the updated the Commute Trip Reduction (CTR) Plan and adopted Ordinance 582 to administer it. The updated Plan set new goals and targets, and updated supporting Comprehensive Plan polices, supporting transit plans, planning coordination, strategies for achieving goals and targets, the financing plan, implementation structure, and public outreach and coordination. In 2015, the City updated the CTR Plan to comply with WAC 468-63-040(1)(e) and set new goals and targets consistent with State goals and targets for 2015-2019.

The Commute Trip Reduction Plan is a collection of City-adopted goals and policies, facility and service improvements, and marketing strategies about how the jurisdiction will help make progress for reducing drive-alone trips and vehicle miles traveled over the next four years. The goal of the CTR Plan is to increase non-drive-alone trips by 6% above the 2007/2008 baseline rate of 13.9% and reduce vehicle miles traveled by 18% below the 2007/2008 baseline of 12.9 to 10.6. Building upon the success of the existing Commute Trip Reduction Program, the City strives to meet the goals of the Plan for the future by working in partnership and coordination with other agencies and employers.

The Plan was developed through extensive involvement by employers, transit agencies, organizations, and individuals from throughout the City who helped identify strategies and ways for successful achievement of the goals. This Plan helps to support the achievement of the City's vision and the goals of its Comprehensive Plan.

Benefits of Commute Trip Reduction

The Commute Trip Reduction (CTR) legislation was developed with the purpose of improving air quality, traffic congestion, and expanding access to options for alternative transportation. These core tenets of the program identify global benefits that work to benefit all residents of University Place, as well as those in adjacent jurisdictions. The program can also be used to address a variety of transportation and environmental issues that are specific to University Place, the region, and the State as a whole. The core tenets are summarized as follows:

- **Reducing Transportation and Fuel Costs**
  - Washington citizens currently spend approximately $2 billion on vehicle fueling and transportation. This contributes to high costs per household, as well as traffic congestion and greenhouse gas emissions for the region.[1] The CTR Program will ideally help the C meet the goal of reducing the costs associated with motor vehicle fuel and emissions.
- **Promote Partnerships**
  - The CTR Program encourages partnerships between businesses, individuals, and government as they work together to solve transportation challenges.
- **Reduce Greenhouse Gas Emissions**
  - In 2020, the Washington Legislature established new targets for greenhouse gas emissions to address climate change. According to the law, the state must achieve the following reductions:
    - By 2020, emissions should be reduced to levels equivalent to those in 1990.
    - By 2030, emissions should be 45% lower than 1990 levels.
    - By 2040, emissions should be 70% lower than 1990 levels.
    - By 2050, emissions should be 95% lower than 1990 levels, aiming for net zero emissions.
- **Public Health and Environmental Goals**
  - The CTR Program helps to address environmental and public health concerns such as air pollution, natural area depletion, and various environmental impacts caused by traffic congestion, expanding and building new roadways, and additional vehicle parking.

[1] Commute Trip Reduction explained. Commute Trip Reduction Explained | Pierce County, WA - Official Website. (n.d.). https://www.piercecountywa.gov/2215/Commute-Trip-Reduction-Explained

1. Local Land Use and Transportation Context and Objectives

a. Setting in University Place as it is Today or Will Be in the Near Future

University Place, Washington, ironically, hosts no university within its borders. The City obtains its name from 19th century Methodists who hoped to locate the University of Puget Sound here. However, their dream of a university on the hillside overlooking the bay eventually became the University of Puget Sound located in neighboring Tacoma. The community retains some of the curving drives and odd intersections that reflect the original architectural plans for a university community. Fittingly, University Place Primary School occupies the original campus site.

As a city, University Place is young. The City of University Place was incorporated in August 1995. The community, however, is long-standing. Ezra Meeker first surveyed University Place as a town site in 1870. University Place's reputation as a close-knit community with good schools and neighborhoods attracts residents. It is a livable city with strong community bonds and a mix of affordable to expensive housing.

Geographically, University Place is located directly on Puget Sound just south of the two spans of the Tacoma Narrows Bridge. The City benefits from its location in the bustling Puget Sound region. Downtown Tacoma is less than ten minutes away, and Seattle is less than one hour away. The City's proximity to the Narrows Bridge also facilitates access to the Kitsap and Olympic Peninsulas. Freeway access to University Place is by way of the Jackson Avenue exit on Washington State Highway 16 in Tacoma. A few blocks south of the interchange, Jackson Avenue becomes Bridgeport Way, the primary arterial route and commercial business corridor in University Place.

University Place operates under the Council-Manager form of government. The City Council is the policy-making body and consists of seven members elected at large. The Mayor is elected from within the Council. The City Manager, appointed by the Council, serves as the professional administrator.

The basic form of the City, including its arterial streets and predominant land uses, was established prior to incorporation. The community is now focused on transforming these arterials into complete streets and developing a vibrant mixed use town center centered on Bridgeport Way. The City is continuing to improve its local parks and open space areas to further enhance the quality of life. University Place's stunning setting on the bluffs overlooking Puget Sound provides spectacular views of the Puget Sound and the Olympic Mountains beyond and opportunities for the development of paths and walkways. Scenic territorial views of Mt. Rainier and the Cascade Range are visible from numerous locations within the community. The City is supportive of Pierce County's ongoing efforts to redevelop large portions of the former 900-acre Chambers Creek/Lone Star Northwest Gravel Mine site into a regional park with a wide variety of improvements including trails, shoreline access, playground and the Chambers Bay Golf Course – the site of the 2010 U.S. Amateur Championship and 2015 U.S. Open.

b. Features of Land Use and Transportation Facilities and Services that Affect Commuters

Land Use Features that Affect Commuters

The basic form of the City, including its arterial streets and predominant land uses, was established prior to incorporation. The community is now focused on transforming these arterials into complete streets and developing a vibrant mixed use town center centered on Bridgeport Way. Residential areas and commercial corridors retain a green, partially wooded or landscaped character, although the City is almost fully developed.

In 2015, the City updated its land use inventory to identify uses of each parcel. According to the inventory, approximately 43% of the City's land area is in low density residential use, 5% is in multifamily, 11% is in commercial and industrial uses, 11% is in parks and open space, 6% is in schools and religious assemblies, and 5% is in public facilities and utilities. Eleven percent of land area is devoted to streets and railroad rights-of-way, and 9% of the land area is vacant.

Most residents currently live in low density residential zones with an increasing number of residents living in mixed use zoning. Residents that commute from low density residential zones typically navigate through local streets, collectors, and then arterial streets. Most arterials are or are planned to be complete streets, however, many collector and local streets are not currently complete streets which can limit transportation options.

Employment centers in the City are primarily located along major arterials such as Bridgeport Way and 27th St. While many people who live in University Place also work in University Place, many other residents commute to employment centers outside of the City. Overall, the City has an increasing number of multimodal commuting options throughout the City.

Transportation Facilities and Services that Affect Commuters

The City's transportation system includes 208 lane miles of roadway, over 23 miles of sidewalk, and approximately 3,400 street and traffic control signs. Most arterials have street lighting, sidewalks, curbs/gutters, and bicycle lanes. The City aims to improve the remaining arterials when possible.

Transit is a key element of University Place's multimodal infrastructure and plays a critical role in providing connections, mobility, and access both locally and regionally. Pierce Transit offers bus routes along Bridgeport Way, 40th St W, and parts of 27th St W, Grandview Dr W, S Orchard St, 70th Ave W, Mildred St W, and Olympic Blvd W. Many bus stops in the City have shelters and lighting which helps encourage more people to commute via public transit.

Sound Transit also offers a bus route that extends to Tacoma Community College, off of S 19th St and Mildred St W, which is kitty-corner to the northeast corner of University Place. Additionally, Sound Transit plans to extend light rail to Tacoma Community College in the future. Overall, the City currently has many multimodal transportation opportunities and aims to have more in the future.

c. Whether and How Commuting Patterns Have Changed in the Past Few Years

From 2010 to 2018, the entire Puget Sound region saw a dramatic increase in ridership and light rail boardings due to system expansions and station openings. This increase was so significant that the region saw regular transit ridership rate increase faster than the population. However, in 2020, the COVID-19 pandemic drastically disrupted this growth and slashed transit boardings across almost all communities. In Pierce County, transit agencies such as Pierce Transit, Sound Transit, and Intercity Transit saw historic lows in ridership both during and after the pandemic. Since the pandemic, ridership for essential workers and students has started to increase, though it remains at 40 to 65 percent below pre-2020 levels according to interviews with transit agencies. However, while Pierce County certainly experienced declines, areas and stations surrounding major worksites for essential workers tended not to decline as much and have rebounded more quickly than areas in east/north King County and Snohomish County. There is clearly still a demand for transit, especially for areas near Lakewood, Tacoma, and Seattle-Tacoma International Airport. While the rise of remote work has decreased the need for transit for some workers, other workers have expressed an interest in returning to in-person work. Transit agencies are now seeing ridership spread throughout more of the workday and on weekends, rather than being concentrated in traditional commuting hours and peaks.

Implications for CTR

There are a number of implications for CTR from these changes, specifically:

- The increase in availability and practicality of remote work indicates a long-term reduction in commute trips to worksites, which meets a critical goal of CTR.
- The increasing demand for public transit, especially near key work sites, provides an opportunity for CTR incentives to meet a community need.
- The shift in peak commute times suggests a decrease in congestion and traffic volume between 6:00 a.m. and 9:00 a.m.; however, it also means that congestion is more widespread throughout the day.

d. The Most Important Land Use and Transportation Objectives from the Comprehensive Plan that Commute Trip Reduction Most Directly Affects

CTR directly affects land use and transportation objectives adopted by the Comprehensive Plan. Strategies and policies implemented as part of this CTR Plan help support land use and transportation objectives by encouraging residents and workers to use the alternative transportation modes that new development is designed to incorporate. The most prominent examples include the following:

- **Community Character Element, Community Building**
  - **CC2A:** Provide links to public places to encourage their use through such means as: Redeveloping arterials into complete streets, providing safe and convenient pedestrian walkways, providing bikeways, developing nearby transit stops and other transit supportive facilities, and designing for visual access to and from the site.

- **Land Use Element, Growth Management**
  - **LU1G:** Design developments to encourage access by modes of travel other than driving alone, such as walking, bicycling and transit, and to provide connections to the nonmotorized system.

- **Transportation Element, Sidewalks and Bicycle Facilities**
  - **TR6A:** Require sidewalk facilities on all new and substantially redeveloped public streets to enhance public safety. Ensure the provision of sidewalks in close proximity to schools to offer protection for children who walk to and from school. Assign high priority to projects that provide access to the City's Regional Growth Center, provide linkages to transit, and complete planned pedestrian facilities or trails. Provide pedestrian facilities on non-arterial streets to supplement principal pedestrian facilities located on arterials. Ensure that crosswalks, signing, and pedestrian-activated signals conform to the Manual on Uniform Traffic Control Devices (MUTCD).
- **Transportation Element, Public Transportation**
  - **TR10A:** Utilize Transportation Demand Management strategies to achieve the City's multimodal split targets to reduce congestion, emissions, fuel consumption and the need for new transportation facilities – especially new roads and capacity improvements. Continue coordinating with Pierce Transit on service levels, frequency and route location, and actively pursuing street improvements that include bike lanes, sidewalks and pedestrian crossings that provide a safe, convenient alternative to the use of the automobile. Consider developing vanpool and ride match programs in conjunction with Pierce Transit, advancing other private and public rideshare programs and systems, and actively promoting commute trip reduction practices, including complying with the requirements of the State Commute Trip Reduction.

e. 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 Referenced

Critical Aspects of Land Use and Transportation that Should Be Sustained

Pierce Transit currently operates a variety of public transit options for commuters; maintaining these systems is crucial for the success of any CTR program.

Regional Growth Centers are especially critical in supporting CTR. These centers will see increased housing and prioritized infrastructure development and will correlate with areas of planned transit investment. Focusing on housing growth near areas of planned transit investment should be sustained to support CTR.

Key Changes that Should Be Considered

Continuing to make investments into infrastructure for active transportation and additional public transit will help to increase livability, maintain sustainability, and support transportation goals. The City should also continue efforts towards high-occupancy vehicle programs, as they can help to build higher-occupancy vehicle trips.

2. How the CTR Program Will Help Achieve University Place's Land Use and Transportation Objectives

a. How and to What Extent the CTR Program Will Help University Place Achieve the Land Use and Transportation Objectives Referenced in Question 1: Local Land Use and Transportation Context and Objectives

The relevant goals listed from the 2024 Comprehensive Plan are aligned with the goals and programmatic elements of CTR. The City's focus on encouraging and increasing access to alternative modes of transit and establishing employment center-specific targets are in some cases directly met through the CTR program. In turn, emphasizing transportation investments to decrease drive-alone rates will offer more opportunities for employees to take advantage of the CTR program benefits and incentives that their employers provide. CTR incentives and benefits include bicycle infrastructure such as showers and parking, carpool parking, rideshare systems, and teleworking policies.

3. How the CTR Program Will Help Achieve University Place's Environmental Objectives

The CTR Program is a critical element in University Place's Greenhouse Gas emission reduction efforts. Decreasing the number of Single Occupancy Vehicles on the road while simultaneously increasing the number of people traveling via active transportation, ridesharing, and public transit will significantly help reduce greenhouse gas emissions. The Comprehensive Plan Transportation Element includes the following relevant policies:

TR2B: Design and build Complete Streets with facilities for all modes of transportation. Connect residential neighborhoods to commercial mixed-use centers and public transit with sidewalks, paths, and bike lanes to provide greater access to transportation choices for those who do not drive and those who have limited mobility resources.

TR10A: Utilize Transportation Demand Management strategies to achieve the City's multimodal split targets to reduce congestion, emissions, fuel consumption and the need for new transportation facilities – especially new roads and capacity improvements. Continue coordinating with Pierce Transit on service levels, frequency and route location, and actively pursuing street improvements that include bike lanes, sidewalks and pedestrian crossings that provide a safe, convenient alternative to the use of the automobile. Consider developing vanpool and ride match programs in conjunction with Pierce Transit, advancing other private and public rideshare programs and systems, and actively promoting commute trip reduction practices, including complying with the requirements of the State Commute Trip Reduction.

a. How the CTR Program Will Support University Place's Environmental Objectives in addition to Greenhouse Gas Emission Reductions

The CTR program supports both the environmental objectives and greenhouse gas emissions reduction goal by prioritizing alternative modes of transportation, coordinating between agencies and employers, and recognizing the impact that drive-alone rates have on air quality and water quality.

b. How the CTR Program Will Support Pierce County's Environmental Objectives in Addition to Greenhouse Gas Emission Reductions

The CTR program supports both the environmental objectives and greenhouse gas emissions reduction goal by prioritizing alternative modes of transportation, coordinating between agencies and employers, and recognizing the impact that drive-alone rates have on air quality.

4. How the CTR Program Will Help Achieve Regional and State Objectives

State and regional objectives are clearly laid out in the 2022 Regional Transportation Plan and the 2018 Washington State Transportation Plan (WTP).

The 2022 Regional Transportation Plan, prepared by the Puget Sound Regional Council (PSRC), emphasizes climate, equity, access to transit, safety, and mobility. Direct objectives include the following:

- Increased transit-oriented development
- Increased nonmotorized transportation
- Decreased travel times when taking transit
- Increased service times and services
- Access to health and wellness destinations
- Affordable transportation options
- Microtransit/micromobility
- Increased connectivity for pedestrians

The 2018 WTP similarly emphasizes economic vitality, preservation, safety, mobility, environment and health, and stewardship. Direct objectives include:

- Continue the ongoing practice of integrating safety into infrastructure design and system operations for all modes of travel and work to ensure the safety of those who operate and maintain the transportation system
- Support efforts to increase reliable multimodal travel for people and goods in communities across the state, recognizing that the diverse nature of places, needs, and opportunities statewide require equally diverse strategies applicable to those communities
- Encourage the design and development of communities that make walking and biking more viable for more people and increase opportunities for active travel for all ages

- Align investments with desired performance outcomes to get the greatest mobility and safety benefit from existing infrastructure and services at the least cost to the traveling public, which may require revisiting existing funding programs to better align with the kinds of projects that offer cost-effective solutions

By promoting alternatives to SOV trips, the CTR program directly addresses goals such as increased transit-oriented development, enhanced access to health and wellness destinations, and decreased travel times when taking transit. Moreover, initiatives within the CTR framework, such as incentivizing microtransit/micromobility and improving pedestrian connectivity, align with objectives related to affordable transportation options and increased connectivity for pedestrians.

a. The Local, Regional, and State Benefits that Would Be Gained If University Place Achieves the CTR Targets

By addressing key objectives outlined in regional and state transportation plans, the potential advantages of successful CTR implementation are significant. From reducing greenhouse gas emissions in highway-adjacent communities to promoting nonmotorized transportation and improving transit service quality, CTR induced benefits contribute to broader goals of sustainability, accessibility, and mobility. Furthermore, aligning with the overarching aim of increasing multimodal travel across communities, the CTR program can be a strategic tool to meet diverse transportation needs while fostering a more resilient and connected transportation network.

Local, Regional, and State Benefits

- Decrease in greenhouse gas emissions, especially for highway-adjacent communities: the County, region, and State have goals to decrease greenhouse gas emissions. Every reduction in SOV trips contributes to a decrease in emissions.
- Increase in nonmotorized transportation: the Regional Transportation Plan and 2024 Comprehensive Plan both emphasize increases in nonmotorized transportation via walking, biking, or rolling. CTR incentives and infrastructure can help to improve this.
- Increased service: both the County and region have objectives that are centered around increasing service. Implementation of the CTR Plan can help to further this goal by providing additional demand for transit services, increasing coordination between employers and transit agencies, and adding outreach and education.
- The WTP emphasizes efforts to increase multimodal travel; implementing CTR is an inherent effort to increase multimodal travel across communities. The implementation of the program would provide a benefit in meeting this objective.

b. Adjacent CTR-Affected Cities and Counties.

Adjacent CTR-affected cities include the following:

- Lakewood
- Tacoma

Adjacent CTR-affected counties include King, Kitsap, and Thurston.

c. The Top Few Cross-Border and Regional Transportation Issues that Affect University Place

Congestion

Congestion poses a significant challenge across the region, with University Place bearing a heavy burden. The extensive daily influx of trips to and from JBLM, on top of the increase of trips generated from population growth, commute trips from Thurston County into University Place, and from University Place into King County, significantly exacerbates traffic congestion, resulting in widespread delays on the state highway system and interstate system. This congestion not only disrupts the daily lives of residents and workers but also adversely affects air quality both locally and across the broader region. Moreover, escalating congestion levels carry the risk of overflowing onto local roads, compounding the challenges faced by residents and exacerbating traffic-related issues.

Transit Connectivity and Access

Public transit accessibility remains a challenge across various areas within University Place and the wider region. Despite ongoing initiatives to enhance funding, improve access, and expand route networks, certain parts of University Place continue to face connectivity issues, both internally and externally. During outreach efforts, participants identified multiple barriers to taking transit, including a lack of reliability and safety as well as the limited reach of transit routes.

Bicycling Infrastructure

A strong theme heard by staff at CTR-related outreach events is a desire for more and safer bicycling infrastructure like designated bike lanes and bike paths separated from the street.

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

Congestion

Pierce County has secured grant funding to implement neighborhood and corridor CTR projects. These projects will provide the residents, commuters, schools, and employers in the targeted area with tailored CTR programs. These tailored programs will be aimed at meeting the concerns identified by the community in the targeted area. Pierce County will continue applying for grants to support CTR neighborhood and corridor projects.

Transit Connectivity and Access

Even though the County is not a transit service provider, the County looks for opportunities to support the growth of transit options. The County helps residents and commuters access transit by providing information on transit route planning, supporting a ride buddy program and ride classes, making available free ORCA cards loaded with transit fares, providing safety gear, educating on ways to combine bicycling and transit, asking employers to provide their employees with transit subsidy programs,

promoting a rideshare month campaign with prizes, and coordinating with transit agencies to promote their services and products.

The County plans to develop a multi-family housing sustainable transportation toolkit. This toolkit will show developers and property managers of multi-family developments how to incorporate transit fare programs into their resident package along with providing bike racks and spaces for teleworkers.

Through this CTR Plan, Comprehensive Plan, and other planning efforts with the departments of Parks and Recreation and Human Services, the County will coordinate with the transit agencies on land use development. community needs and transit service.

Active Transportation Infrastructure

To support bicycling in Pierce County, we will look for opportunities where we can support the growth of bicycling in Pierce County. Pierce County will assist residents and commuters to try or increase their bicycle trips by lending organizations with a skills course kit to teach confident riding, promoting bicycle courses and rides, providing free safety gear, educating on ways to combine bicycling and transit, asking employers to provide their employees with bicycle parking, bicycle fix-it stations with tools, showers and clothes lockers and incentives, support a retail discount program for bicyclist, and promoting a bike month campaign with prizes.

Annually, Pierce County will offer a community bicycle fair where people can purchase used or new bicycles and gear, ask about routes, ride a skills course, practice placing their bicycle on the bus bicycle rack, and interact with others from the bicycling community.

Pierce County will develop a multi-family housing sustainable transportation toolkit. This toolkit will show multi-family developments how to incorporate bicycle programs into their resident package such as bike racks, fix-it stations with tools and a bike wash area.

Performance Targets

5. CTR Performance Targets

a. 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. Additional Performance Targets

No additional performance targets are designated for this CTR Plan.

6. Base Values for Each Performance Target

a. The Baseline Number

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 2026,2028, and 2030 survey results.

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

a. The Source for Each Base Value Listed

Performance targets will be tied to the CTR survey. We will establish a base value during the 2023-2025 survey cycle and measure progress using 2026,2028 and 2030 survey results.

8. How University Place Will Measure Progress Toward Each Target

a. The Method Used to Measure Progress for Each Target

Performance targets will be tied to the CTR survey. We will establish a base value during the 2023-2025 survey cycle and measure progress using 2026, 2028, and 2030 survey results.

9. CTR-Affected Worksites in University Place

a. List of CTR-Affected Worksites

The CTR Plan focuses on reducing drive-alone trips and vehicle miles traveled among major work sites. A CTR-affected work site is a site that contains 100 or more employees that arrive between 6 and 9 a.m. As part of the CTR Plan requirements, an assessment of the land use and transportation conditions was performed for each CTR-affected work

site. Under the CTR Ordinance, there are two affected work sites in the City of University Place. Those work sites include the following:

Name	Address
City of University Place City Hall	3609 Market Pl W, Ste 200
Pierce County, Wastewater Treatment Plan and Pierce County Environmental Services	10311 Chambers Creek Road and 9850 64th Street West.

Pierce County Wastewater Treatment Plant and Pierce County Environmental Services are considered to be one work site because they occupy the same parcel. The attached map of the City shows the locations of the CTR work sites (see Appendix A).

10. Performance Targets for Each CTR-Affected Worksite

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

Base year performance targets will be established during the 2023–2025 CTR-affected employer survey cycle.

11. List the Base Value for Each Site

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

University Place will establish a base value during the 2023–2025 CTR-affected employer survey cycle.

Services and Strategies

12. Services and Strategies University Place Will Use to Achieve CTR Targets

University Place will offer employer and commuter services via Pierce Transit through the Ride Together Pierce program, a one-stop-shop for sustainable transportation information and services.[2] Ride Together Pierce provides services that help businesses in Pierce County implement commute options programs and make sustainable transportation options easy for riders to access.

Free Services for Employers:

- Employee commute options program development and analysis assistance.
- Employee Transportation Coordinator (ETC) training.
- Employer network and learning opportunities.
- Survey tools, marketing materials, and assistance with the state-required biennial survey of employee commuting habits.
- Marketing materials such as posters, brochures, and sample email messages.
- As needed, transcribed or trans-created materials in languages other than English.
- Campaign toolkit with directions, promotion tips, marketing materials, and sample emails. The campaigns will promote the use of sustainable modes such as Bike Month in May.
- Access to employee trip-tracking data to monitor program efforts and issue program benefits such as subsidies.
- Online library of employer support services such as best-practice tip sheets.
- Online telework toolkit for businesses and managers.
- Co-host worksite transportation fairs with ETCs.
- Carpool and vanpool ride-share matching and formation assistance.
- Carpool and vanpool parking signs and vehicle rearview mirror hang tags.
- ORCA (One Regional Card for All) cards loaded with transit fare to provide to employees to try transit.
- Emergency Ride Home program that will provide sustainable transportation commuters a ride home by taxi, Lyft, or Uber. Commuters can request a prepaid e-code or be reimbursed for their trip, up to $100 per trip and up to three trips per year.

[2] https://www.ridetogetherpierce.com/

- Quarterly ETC recognition on the Ride Together Pierce website.
- Best Commuter Business leadership program to honor top-performing employer commute options programs.

Free Services for Residents:

- Carpool and vanpool ride-share matching and formation assistance.
- Bicycle Buddy matching assistance.
- Mode-based campaigns with incentives to encourage the use of sustainable modes. Participants will receive first-time user tips for getting started, motivational communication, and notices of opportunities to connect with other sustainable commuters through Ride Together Pierce social media channel.
- Resources to help plan sustainable commute trips to save on personal commuting costs and reduce climate footprint.
- Travel mode information that explains each mode and first-time user guides.
- Online telework toolkit for teleworkers.
- Trip-tracking calendar that will allow users to log their trips to earn participation badges, view pollution and personal cost savings, join team challenges, enter campaign prize drawings, and earn employer program benefits.
- Emergency Ride Home program that will provide sustainable transportation commuters a ride home by taxi, Lyft, or Uber. Commuters can request a prepaid e-code or be reimbursed for their trip, up to $100 per trip and three trips per year.
- Opportunities to receive commuter assistance or safety items such as helmets, gear with reflective material, and umbrellas.
- Opportunities to participate in transit and bicycle riding classes, bicycle rides, or transit field trips.
- ORCA cards loaded with transit fare to provide to employees to try transit.

13. How University Place's Services and Strategies Will Support CTR-Affected Employers

The County assists employers with developing effective strategies and programs that support CTR and help their employees choose sustainable transportation practices. The County's CTR services and strategies are provided free of cost to the employer, not requiring them to budget for these services. These services support CTR-affected employers in the following ways:

- CTR programs help businesses meet their sustainability goals and climate action visions and missions.
- CTR survey results can be used to identify the commute plans that best suit employees' needs and to help employers develop their own CTR plans.

- Funding rideshare events and campaigns will provide a community of awareness that will support the CTR actions of individual employers.
- Customized support and tools can be piloted by the employer, allowing for program modifications and final implementation of successful programs with no financial risk to the employer.
- The County fulfills requests for free translated materials to help employers provide information to non-English or limited English speakers at no additional cost to the employer.
- Employers can take advantage of other employee events such as a benefit fair to share commute options and information. The County supports ETCs with ongoing training and seeks feedback from ETCs for improving transportation plans and CTR strategies and services.
- Providing employees with commute option benefits such as transit subsidies and HOV parking, may reduce the costs associated with providing parking spaces or increase client parking.
- Employer commute options programs, which help to reduce the rate of solo driving, benefit the economy, environment, and businesses by reducing traffic congestion, air pollution, and fuel consumption.

14. Barriers University Place Must Address to Achieve CTR Targets

a. How University Place Will Address the Barriers

Transit Safety Concerns

Public comments received during public engagement regarding the CTR Plan identified concern regarding the safety of riding public transit and fear that crime and drug use may occur aboard public transit.

How the Barrier is being Addressed: The County offers tips for riding safely, statistics on the relative safety of taking public transit compared to driving, and protocol for reporting unsafe drivers or misconduct of passengers on their website, RideTogethterPierce.com. Additionally, goal T-16.9 of the 2024 Comprehensive Plan encourages the placement of transit shelters that are well lit and clearly visible[3]. City policies TR1B, TR3H, TR4B, and TR9A of the 2024 Comprehensive Plan encourages the placement of transit shelters that are well lit and clearly visible[3].

Bicycling Infrastructure Safety Concerns

Several community-based organizations and attendees at CTR Plan tabling events commented that they would prefer to bike in designated bike lanes and multi-use paths that are separated from the roadway. Without safety-focused bike infrastructure, many are deterred from selecting bike trips as a commute alternative.

How the Barrier is being Addressed: Pierce County offers its *First Time Riders Guide* to help new bike commuters plan their bike route and safely and confidently navigate their commute. Pierce County also

[3] https://www.cityofup.com/DocumentCenter/View/3093/Chapter-06-Transportation-Element-PDF?bidId=

offers a bike buddy program that allows new riders to assess their route with an experienced companion. These guides and program can be found on their website, RideTogetherPierce.com.

Transit Service Area

Chambers Bay, the City of University Place Public Works facility, and the Pierce County Wastewater Treatment Plant and Environmental Services are not currently served by public transit.

How the Barrier is being Addressed: City Policy CC2A of the 2024 Comprehensive Plan encourages providing links to public places to encourage their use through such means as: Redeveloping arterials into complete streets, providing safe and convenient pedestrian walkways, providing bikeways, developing nearby transit stops and other supportive transit supportive facilities, and designing for visual access to and from the site[4].

15. The Transportation Demand Management Technologies University Place Plans to Use to Deliver CTR Services and Strategies

Through Ride Together Pierce, University Place will offer the following transportation demand management technologies to deliver CTR services and strategies:

- A website that offers CTR information for residents, commuters, and employers. There will be first-time guides for sustainable transportation modes, and links to services such as ride-share matching and transit route planning.
  - The website will host an employer portal for turnkey materials to promote commute options services to their employees, campaign mode materials, and training videos for ETCs.
  - The website will house a comprehensive Telework Tool for businesses, managers, and teleworkers. The toolkit will provide the resources needed to establish a policy, training for how to manage in a telework setting, and answer frequently asked questions about teleworking.
  - The website will have a Contact Us form that will be monitored by the Ride Together Pierce team.
- Host a trip-tracking calendar that will allow people to record their trips, watch their environmental and cost savings, earn achievement badges, join team challenges, and view team results live as trips are logged.
  - The trip calendar will track campaign statistics and will include a prize entry form.
- Management of the Emergency Ride Home program to allow sustainable commute users to request an e-voucher for a Lyft or Uber ride home from their worksite. Users who pay the taxi, Lyft, or Uber provider directly, can submit a reimbursement claim for the trip expense.

[4] https://www.cityofup.com/DocumentCenter/View/3089/Chapter-02-Community-Character-Element-PDF?bidId=

- Provide trip planning through the Ride Together Pierce ride management tool. The user can input their origin and destination and the tool will provide trip suggestions for carpooling, vanpooling, transit, bicycling and walking.
  - Promote transit trip planning tools that will suggest routes, times, and fares for the Pierce, King, Kitsap, and Snohomish regions.
- Provide matching services for ridesharing through the Ride Together Pierce ride management tool for joining or forming carpools and vanpools. Users can enter their home origin and work destination, hours, and days worked to request potential matches.
- Communicate programs and services through the Ride Together Pierce community newsletter email distribution list.
- Promote programs and services by posting on Ride Together Pierce social media accounts.

16. University Place's Local CTR Ordinance

University Place's Commute Trip Reduction Code can be found here: https://www.codepublishing.com/WA/UniversityPlace/#!/html/UniversityPlace10/UniversityPlace1050.html

17. Pierce County's and University Place's Financial Plan

a. The Estimated Average Annual Costs

The 2025-2029 CTR Financial Plan for the region is provided as Table 1. Explanatory notes for each activity follow.

Table 1: 2025–2029 CTR Financial Plan for Pierce County and the Cities of DuPont, Fife, Gig Harbor, Lakewood, Puyallup, Sumner, and University Place

Activity	Estimated Average Annual Cost
Employer Engagement	$410,000
Performance Reporting	$12,000
Administration and Agency Coordination	$26,000
Commute Trip Reduction Plan Development	$21,000
Pierce County Employee Commute Options Program*	$92,000
University Place Employee Commute Options Program*	$10,000
Estimated Annual Total	$571,000

Note: Estimated average annual cost is based on 2024 grant funding levels.
*Indicates a jurisdiction-specific cost. All others are collective under Ride Together Pierce.

- **Employer Engagement** includes training ETCs, conducting networks, providing technical assistance, and reviewing employer CTR plans.
- **Performance Reporting** includes worksite surveys and program reports.
- **Administration** includes identifying worksites, financial and program management, involvement in comprehensive regional transportation and transit planning, transportation demand management technical assistance to capital projects, and collaboration with community-based organizations.
- **Commute Trip Reduction Plan Development** includes consultant fees and staff charges.
- **University Place Employee Commute Options Program** includes transit and vanpool subsidies and staff charges.

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

Table 2—Likely Revenue Sources for Funding CTR Plan

Source of Revenue	Estimated Average Annual Revenue
Pierce County	$149,000
University Place*	$10,000
Washington State Department of Transportation CTR Formula Funds	$75,000
Congestion Mitigation and Air Quality Federal Competitive Grant Funds	$337,000
Total	$571,000

*Indicates a jurisdiction-specific funding source. All others are collective under Ride Together Pierce.

18. University Place's Implementation Structure

a. Who Will Conduct the Activities Listed in the Plan

The CTR-affected Cities of DuPont, Fife, Gig Harbor, Lakewood, Puyallup, Sumner, and University Place contract with Pierce County for CTR program administration. It is expected that the cities will continue contracting during the 2025–2029 plan years. Within the County, the Planning and Public Works department will be responsible for plan implementation.

b. Who Will Monitor Progress on the Plan

The Pierce County Planning and Public Works department, with staff from the CTR-affected cities, will monitor the progress of the CTR Plan.

19. University Place's Implementation Schedule

a. Timeline for Anticipated Projects and Actions

Table 3—Anticipated CTR Projects and Actions

1st Biennium July 2025–June 2027	2nd Biennium July 2027–June 2029
• Provide commute and other employee transportation services to Pierce County employees. • Provide employer support services such as networking opportunities, mode campaigns with incentives, marketing materials, ride-share matching assistance, transportation fair and event support, transit trip planning, Emergency Ride Home program, quarterly recognition, and Best Commuter Business leadership program. • Identify CTR-affected and voluntary worksites. • Train and provide technical assistance to ETCs. Provide opportunities for their continued learning of best practices. • Provide access to quarterly and annual CTR program reporting tools and training on how to complete the reporting process. • Review employer quarterly and annual CTR program reports. • Provide access to the survey tool and training on how to complete the survey process. Review survey results. • Conduct financial and administrative program management of the CTR Plan. • Engage in local, regional and state CTR planning and collaborate CTR efforts with local agencies.	• Provide commute and other employee transportation services to Pierce County employees. • Provide employer support services such as networking opportunities, mode campaigns with incentives, marketing materials, Emergency Ride Home program, quarterly recognition, and Best Commuter Business leadership program. • Identify CTR-affected and voluntary worksites. • Train and provide technical assistance to ETCs. Provide opportunities for their continued learning of best practices. • Provide access to quarterly and annual CTR program reporting tools and training on how to complete the reporting process. • Review employer quarterly and annual CTR program reports. • Provide access to the survey tool and training on how to complete the survey process. Review survey results. • Conduct financial and administrative program management of the CTR Plan. • Engage in local, regional, and state CTR planning and collaborate CTR efforts with local agencies. • Undertake development activities for 2029–2033 four-year CTR plan.

20. The CTR Plan for University Place Employees

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

- University Place will offer its employees a comprehensive commute options program. The program elements are meant to help employees find ways other than driving alone to commute to their worksite and to address barriers to using non-drive-alone modes.
- University Place employee commute options program elements offered:
  - An ETC to assist employees with their sustainable commute options questions, direct employees to services, support program implementation, and complete required reporting and surveying.

- University Place employee have access to the following services:
  - Access to Emergency Ride Home program that provides the non-drive-alone commuter a ride home on the day they experience an emergency.

University Place will inform and educate employees in the following ways:

- Participation in commute mode campaigns such as Bike Month or Rideshare Month.
  - Offer prize drawings when funding is available.
  - Position campaign posters at worksite locations.
- Promotion of Ride Together Pierce information, website, and social media.

21. How the CTR Plan for University Place Employees Contributes to the Success of the Overall Plan

a. How the Plan for University Place Employees Reinforces the Success of the Jurisdiction Plan

The actions included in the University Place's commute options employee program indicate the city's commitment to the goals of the CTR Plan. The University Place's employee program is similar to the worksite programs of other CTR-affected employers. Thus, they create a mutually reinforcing community focused on CTR efforts. Employers know that the city is involved and committed to CTR along with them. The regular forums for ETCs foster relationships through sharing experiences and best practices and provide a place for mutual problem-solving and support. This strengthens the program at all affected sites in Pierce County.

Alignment with Plans

22. Transit Agencies That Provide Service in University Place

Transit Agencies:

Public transit in University Place is provided by Pierce Transit. While Sound Transit does not currently offer service in University Place city limits, they do currently operate bus route 595 which stops at Tacoma Community College, which is kitty-corner from the northeast corner of University Place.

23. Transit Plans Reviewed While Developing this Plan

- Pierce Transit
  - 2023-2028 Transit Development Plan
  - 2023 Bus System Recovery Plan
  - Destination 2040 Long Range Plan Update
  - BRT Expansion Study
- Sound Transit
  - Transit Development Plan 2023-2028 and 2022 Annual Report
  - 2025 Service Plan
  - Regional Transit Long-Range Plan (2014)
  - System Expansion Implementation Plan (2018)

24. How This CTR Plan Supports the Transit Plans

CTR plans play a crucial role in supporting transit initiatives by encouraging employees to choose public transit options for their daily commutes. By providing incentives, subsidies, and informational campaigns, CTR programs promote transit usage among commuters. Specifically:

- **Engagement in the Planning Process:** Efforts to gather public feedback through an online open house and engaging stakeholders in interviews regarding the CTR plan increases stakeholder awareness of and support for transit and other travel modes. Facilitating workshops on developing CTR plans for jurisdictions helps staff learn how others are promoting and supporting transit use.
- **Instituting Parking Maximums:** Reducing the supply of parking by instituting parking maximums for new development will help encourage people in those developments to look to non-drive-alone modes of travel, foremost transit.

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

University Place

Identifying and prioritizing the most needed multimodal infrastructure improvements is an ongoing challenge. The City will adopt a new policy in the 2024 Comprehensive Plan that will help better address this challenge. The new Policy TR4B states: "Work with local community-based organizations to design and plan new trail connections, accessible pedestrian pathways, and transportation facilities where they are needed most."

Pierce County

Several representatives of community-based organizations (see the interview list in #26a below) interviewed during the CTR planning process highlighted safety as a primary concern for riding the bus, commuter train, and light rail. Interviewees revealed that fear of criminal activity, coupled with inadequate infrastructure such as inaccessible sidewalks and poorly lit, unsheltered bus stops, significantly discourages transit ridership. Safety apprehensions extended beyond transit to active mobility methods such as walking, biking, and rolling. Many organizations emphasized the urgent need for protective measures such as designated bike lanes, interconnected trail systems, roadway designs conducive to reduced speeds, and enhanced sidewalk infrastructure to address these safety challenges.

The 2024 Comprehensive Plan update includes new goals, Goals T4A-T4A.3, which recognize the importance of safety improvements needed to construct a successful multimodal transportation network. These new goals aim to use Vision Zero plans and strategies to incorporate safety into decision making, prioritize safety projects, monitor the effect of transportation projects on safety, and reduce traffic stress at intersections and in neighborhoods.[5]

Community-based organizations emphasized that workers are forced to travel long distances because it is too expensive to live near their workplaces. Organizations interviewed stressed the importance of providing affordable housing near employment centers and along transit corridors.

As part of the 2024 Comprehensive Plan update, the County's designated centers of local importance are identified as priority areas for focusing growth.[6] These centers will see increased housing and prioritized infrastructure development and their locations will correlate with areas of planned transit investment. These updates support and encourage transit-oriented development.

[5] Transportation Draft Element, 2024 Comprehensive Plan p. 5. https://www.piercecountywa.gov/DocumentCenter/View/133292/Transportation-Draft-Element-and-Technical-Appendix
[6] *Ibid* p.4

Engagement

26. Stakeholder Engagement

Pierce County offered a series of engagement activities featuring CTR topics leading up to and continuing throughout development of this CTR Plan. Broadly, CTR engagement activities included:

- Tabling at community events, 2022–2023
- Meetings with employers, city staff, transit agencies, and the Pierce County Senior Counsel for Tribal Relations, 2023–2024
- Online open house and surveys, spring 2024
- Community-based organization interviews, spring 2024
- Public comments on the draft CTR Plan, summer 2024

a. Who did we talk to?

Community Members/Pierce County Residents

- Tabling Events
  - Communities in Bethel/Spanaway, Fife, Key Peninsula, Lakewood, Orting, Parkland, Prairie Ridge, Puyallup, South Hill, Sumner, Tacoma, University Place, and unincorporated Pierce County
- Online Community Member Survey
  - Pierce County residents and workers
- Commute Trip Reduction Online Open House, Phases 1 and 2
  - Respondents living and working in Auburn, Bonney Lake, Buckley, Carbonado, DuPont, Eatonville, Edgewood, Lakewood, Puyallup, Tacoma, University Place, unincorporated Pierce County, Fife, Fircrest, Gig Harbor, Milton, Orting, Roy, Ruston, South Prairie, Steilacoom, Sumner, and Wilkeson
- Commute Trip Reduction Plan Public Comment Period and Questionnaire
  - Respondents living and working in Auburn, Bonney Lake, DuPont, Eatonville, Lakewood, Puyallup, Tacoma, University Place, unincorporated Pierce County, Fife, Fircrest, Gig Harbor, Orting, Steilacoom, and Sumner (179 responses)

Employers, City Staff, Tribal Relations, and Transit Agencies

- **Employee Transportation Coordinator Network Event**
  - Cities of DuPont, Fife, Gig Harbor, and Tacoma; AGEISS; Apex Companies; Clover Park Technical College; Washington State Department of Social and Health Services (DSHS) Child Study and Treatment Center; Greater Lakes Mental Healthcare; InfoBlox; Kaiser Permanente Washington; Pacific Lutheran University; Pierce County; Pierce Transit; Sekisui Aerospace; Sound Transit; Tacoma-Pierce Health Department; University of Washington Tacoma; and Virginia Mason Franciscan Hospital
- **Partner Visioning Meeting**

  - Cities of DuPont, Fife, Gig Harbor, and Tacoma; Climate Pierce County; Clover Park Technical College; DSHS Child Study and Treatment Center; Downtown On the Go; ForeverGreen Trails; JBLM Madigan Army Medical Center; Kaiser Permanente Washington; Pierce County; Pierce Transit; Second Cycle; Toray Composite Materials America; and University of Washington Tacoma
- **Pierce County Senior Counsel for Tribal Relations Interview**
  - Informational emails with requests to meet were sent to Puyallup, Muckleshoot, Nisqually, and Squaxin Tribes
- **Employer Interviews**
  - DSHS Child Study and Treatment Center, Toray Composite Materials America, MultiCare Health System, and Virginia Mason Franciscan Hospital
- **Transit Agency Outreach/Interviews**
  - Pierce Transit, Intercity Transit, and Sound Transit
- Employer Workshop
  - The Boeing Company, City of DuPont, City of Fife, City of Gig Harbor, City of Lakewood, City of Sumner, City of Tacoma, City of University Place, Clover Park Technical College, Department of Social and Health Services, Kaiser Permanente, MultiCare Health System, Pacific Lutheran University, Pierce County, Pierce Transit, Red Dot Corp. Tacoma-Pierce County Health Department, Umpqua Bank, Washington Military Department

Community-Based Organizations

- Interviews with ForeverGreen Trails, YMCA of Pierce and Kitsap Counties, and Tacoma-Pierce Health Department

Pierce County Transportation Advisory Commission

- CTR Plan presentation and comment collection

b. When did we talk to them?

Community Members/Pierce County Residents

- **Tabling Events:** Tree Giveaway 3/21/2022 and 3/25/2023; South Sound Sustainability Expo 4/16/2022; Spring Garden Fest 5/21/2022; Parkland National Night Out 8/2/2022; Trails Conference 9/29/2022; Summer Brain Health Event 10/8/2022; Thriftapalooza 11/5/2022 and 3/25/2023; South Hill Library 12/12/2022; Safe Streets 4/25/2023, 5/1/2023, 5/17/2023, 6/9/2023, 6/17/2023, 7/25/2023, and 7/28/2023; Orting Library Climate Change Display 5/2/2023; Pipeline Trail Party 5/20/2023; Kids Kraze 6/10/2023; Lakewood Summer Fest 7/15/2023.
- **Online Community Member Survey:** February–April 2024.
- **Commute Trip Reduction Online Open House:** April–May 2024.
- **Employer Workshop:** July 18, 2024.
- **Draft CTR Plan Public Comment Period and Questionnaire:** August 5-25, 2024.

Employers, City Staff, Transit Agencies

- **ETC Network Event:** 10/17/2023.

- **Partner Visioning Meeting:** 1/19/2024.
- **Pierce County Senior Counsel for Tribal Relations Interview:** 3/8/2024.
  - Information emails sent to Puyallup, Muckleshoot, Nisqually, and Squaxin Island tribes, 3/15/24 and 5/3/24
- **Employer Interviews:** MultiCare Health System and Virginia Mason Franciscan Hospital 5/6/2024; DSHS Child Study and Treatment Center 5/7/2024; Toray Composite Materials America 5/15/2024.
- **Transit Agency Outreach and Interviews:** April 2024.

Community-Based Organizations

- **Interviews:** ForeverGreen Trails 3/19/2024; Tacoma-Pierce Health Department 4/1/2024; YMCA of Pierce and Kitsap Counties 4/18/2024.

Pierce County Transportation Advisory Commission

- **CTR Plan Presentation:** 5/23/2024.

Pierce County Residents and Workers (Online Open House and Surveys)

- **Online Open House and Survey:** Spring 2024.

c. What did they have to say?

Tabling Events

Pierce County-area residents and workers provided feedback on the county transportation system and CTR at outreach tables hosted by Pierce County staff. The following is a summary of comments received at tabling events grouped by the event location.

- **Bethel/Spanaway**
  - Provide electric buses and dedicated bus lanes.
  - Provide a more walkable environment.
  - Encourage carpooling.
- **Fife**
  - Create public transportation routes that serve working-class and poor communities.
  - Improve safety on transit systems.
  - Offer vouchers for low-income, disabled, homeless, vulnerable community members.
  - Provide carpooling incentives.
- **Key Peninsula**
  - Add more transit routes and make them more accessible to communities.
  - Bring electric buses to Key Peninsula.
  - Improve walking conditions in Key Peninsula.
- **Lakewood**
  - Provide shuttles to Clover Park Technical College.
  - Improve ADA transit options for Clover Park Technical College and throughout Pierce County.
  - Improve transit service to outlying areas of Pierce County.
  - Separate sidewalks from the road for walking and biking in Ruston.
  - Install moving sidewalks.
- **Orting**

  - Install more streetlights.
  - Add more bike lanes and sidewalks.
- **Parkland**
  - Improve accessibility for riders with disabilities.
  - Make neighborhoods more walkable.
  - Provide low-cost transit passes for low-income residents.
- **Bonney Lake**
  - Bring public transportation to Bonney Lake.
  - Encourage residents to walk and bike to destinations in Bonney Lake and improve walking and biking infrastructure.
  - Encourage carpooling to work from Bonney Lake.
  - Encourage residents to run multiple errands in one trip to reduce overall trips.
- **Puyallup**
  - Provide new transportation modes such as high-speed rail and water taxis.
  - Extend light rail and Sounder service.
- **South Hill**
  - Provide a public transportation system that is easy to use and accessible to all by 2030.
  - Provide more infrastructure and community green space to support walking.
- **Sumner**
  - Provide more outreach classes and information in Spanish.
- **Tacoma and Unincorporated Pierce County**
  - Add bike lanes to Pearl Street.
  - Provide high-speed rail.
  - Improve accessibility for ADA transit riders.
  - Add more transit stops and increase the transit service area.
  - Provide electric bikes for low-income residents.
  - Provide more sidewalks and bike lanes.
  - Provide more transportation options for elderly residents.
- **University Place**
  - Improve biking and walking conditions in rural areas.
  - Add more bike paths and space for biking.

Community Member Survey

Pierce County, in collaboration with the Ride Together Pierce program, conducted an online survey to collect information about commuter habits and gather feedback on potential sustainable and affordable commuting options. This survey was distributed to Ride Together Pierce newsletter subscribers, promoted on Ride Together Pierce's social media sites, and available on the Ride Together Pierce website. The survey received 74 responses from residents across Pierce County. Key themes include the following:

Public Transportation: Many respondents indicated that more direct and frequent transit service, transit stops located closer to home, and amenities such as bus shelters would encourage them to ride transit.

Bicycle Infrastructure and Education: Respondents indicated that providing improved bike infrastructure, such as dedicated bike lanes, and improving roadway safety would encourage

commuting by bike. A few respondents expressed interest in programs focused on bike safety education and safe route planning.

Incentives: Several respondents identified financial incentives such as cash, gifts, or point-based reward programs as a motivation to try alternatives to drive-alone trips.

Vanpools/Carpools: Although respondents expressed a willingness to try carpooling and vanpooling, they identified difficulty forming vanpool/carpool groups and a need for flexible vanpool/carpool timing as deterrents.

Telecommuting: Several respondents noted they would choose to work from home if their office policy allowed.

Land Use: Some respondents noted a desire to live closer to their workplace if there were affordable housing available and that living closer to work would improve the likelihood that they would try alternatives to drive-alone trips.

Safety: Safety was identified as a major deterrent for choosing sustainable commute options. In addition to feeling unsafe while biking, some respondents mentioned concerns about the safety of public transportation. Additionally, one respondent noted that they avoid carpooling due to their distrust of the driving abilities of other people.

Commute Trip Reduction Online Open House

Following the online community member survey, Pierce County hosted an online open house that described what could be included in each section of the 2025–2029 CTR Plan and asked respondents to provide comments and additional input on commuting preferences and barriers. There were 238 respondents to the survey embedded in the online open house. Key themes of the feedback provided are summarized below:

Changes in Commuting Patterns: Most respondents shared that, despite an increase in working from home, they have observed significant increases in congestion and travel time during their commutes, and several shared that there are more cars driving on side streets and through neighborhoods. Multiple respondents shared that they have observed that driving behavior has become more dangerous and they do not feel safe on the road when driving, biking, or walking. Many respondents noted that several bus routes have been eliminated or reduced and remaining routes are more challenging to access.

Public Transportation: Several respondents expressed interest in expanded public transportation options, such as more frequent Sounder trains or access to light rail. Multiple respondents emphasized the importance of expanded service locations, routes, and times, as well as faster and more reliable service. They also noted a desire for more local service rather than a focus on regional travel. Additionally, respondents appreciated on-demand runner systems, transit cars that can be hailed by a smart phone app in areas where bus service is not available, and would like to see these services improved and expanded. Respondents also expressed a desire for infrastructure, such as benches or shelters, at bus stops.

Active Mobility: Multiple respondents cited the lack of safe bicycle and pedestrian infrastructure as a deterrent to choosing these modes, noting they would like to see dedicated, protected bicycle lanes and more sidewalks.

Safety: In addition to safety improvements for pedestrians and bicyclists, respondents expressed safety concerns for transit riders, noting the presence of crime and drug use on buses. Others emphasized the need for an overall shift toward prioritizing people over cars, advocating for policies and infrastructure to support pedestrians, cyclists, and public transportation riders.

Performance Metrics: Asked to share their thoughts on selecting CTR performance metrics, respondents expressed a preference for jurisdictions to consider their local transportation needs and set realistic, impactful goals. This could include considering environmental factors and integrating low-carbon targets.

Draft CTR Plan Public Comment Period and Questionnaire

The County made the draft *Pierce County Commute Trip Reduction Plan, Four-Year Plan: 2025–2029* available for public comment between August 5-25, 2024. At the same time, the County released a questionnaire on its Ride Together Pierce website to help gather comments on the draft plan. The questionnaire asked respondents to provide their place of residency and where they work as well as feedback on the four plan sections: Benefits of CTR, Performance Targets, Services and Strategies, Alignment with Plans, and Engagement. A final question asked for any additional comments the respondent might want to provide.

Benefits of CTR: The most common suggestions related to requests for additional services, infrastructure, and practices, followed by comments expressing approval of or support for the section or plan. In this section, commenters also suggested cooperative regional land use and transportation planning, requiring traffic impact statements for developers, and facilitating rideshare and cycling adoption with in-person events.

Performance Targets: Many comments expressed approval of or support for the section or plan. Some commenters provided suggestions, such as adding performance targets that focus on peak commute hours, and some shared criticisms, with some saying that the targets are unrealistic for residents who have multiple reasons to drive for their commute, and others that the plan itself was too long and confusing..

Services and Strategies: The most common comment themes include concerns about and suggestions for improving safety (especially cycling safety in Tacoma) followed by comments expressing approval and understanding of the section. Suggestions on perceived gaps and suggested additions to service covered a large cross-section of topics, including encouraging more flexible systems such as work and daycare hours for workers and fostering more interagency coordination for commuters who cross county lines.

Alignment with Plans: Many of the comments expressed approval of and support for the section. Suggestions for additions included requests to add more transit service and accelerate the schedule for providing Sounder service, and not only providing incentives but making the incentives more accessible to commuters.

Engagement: While many of the comments expressed approval for this section, perceived gaps included communities that respondents felt had not experienced enough outreach or the feeling that the plan summary did not reflect certain comments or topics.

General Comments: For most sections of the CTR plan, an average of more than 10 percent of respondents provided positive comments or expressed approval of the section or plan. The comments about plan contents may point to the need to adopt more plain-language standards for all

transportation planning materials. The most frequently expressed needs were for more incentives, more accessible benefits, more transit routes (particularly in DuPont) and greater frequency, more coordination among agencies, improved safety, particularly for cyclists.

ETC Network Event

Keep doing:

- Providing promotional materials, templates, and campaigns.
- Training and ongoing coordination and support for ETCs.

Start doing:

- Employer and employee spotlight.
- Providing vanpool vans and assisting with ride-share matching and formation.
- Adding earlier or later transit routes and improving Emergency Ride Home[7] for those working early or late shifts.
- Subsidies for items such as bike racks, helmets, walking shoes, and ORCA cards.

Stop doing:

- Opt-in option for receiving printed posters.

Partner Visioning Meeting

What should the CTR program keep doing?

- Provide ETCs with toolkits, materials, and training to promote CTR programs.
- Support CTR survey planning and recognize ETCs for their efforts.
- Maintain the Ride Together Pierce webpage and resources, as well as programs and campaigns such as Bike Swap, Emergency Ride Home, handing out ORCA cards, and other incentives.

What is one bold new idea the CTR program should consider doing?

- Promote a free transit month for all commuters and analyze ridership data.
- Provide grants for high-quality, secure bike parking.
- Promote safety, particularly with regard to public transportation (i.e., accessible, well-lit bus stops).

ETC Interviews

MultiCare Health System

- Subsidized ORCA cards are a popular benefit.
- Spanish is the most common language spoken other than English, followed by Tagalog.
- Employees want easier transit and ride-sharing options.
- Information about the environmental benefits of CTR would encourage more people to participate.
- On-site promotions would reach more employees than email.

Virginia Mason Franciscan Hospital

[7] Ride Together Pierce. https://www.ridetogetherpierce.com/ERH

- Carpooling and teleworking are the most popular non-drive-alone modes.
- Spanish is the most common language spoken other than English, followed by Vietnamese and Russian.
- Employees want easier transit and ride-sharing options.
- Safety tips for riding transit, carpooling, or riding bicycles would encourage people to participate.
- Parking is always limited; often employees have to park in the patient lot and end up running late.

DSHS Child Study and Treatment Center

- The bicycle map is the most popular pamphlet. Adding secure on-site bike parking would make this mode more accessible.
- Working early or late shifts can be a barrier to participating in ride-sharing or taking the bus.
- Employees commute from all over, so finding ride-sharing partners can be challenging.

Toray Composite Materials America

- Getting information out to employees can be challenging. Not all have access to a computer, so using QR codes in printed materials (such as posters and break room signs) could better help reach people.
- Emphasizing sustainability could be a good way to garner additional leadership support.

Pierce County Senior Counsel for Tribal Relations

- Transportation issues around elder and veteran needs.
- Would like transit agencies to do a better job reaching out to tribes. Does not support rail going through tribal land.
- Support for opening relationships to have conversations around transportation needs.
- Would like agencies and government to support tribe treaty rights.

Employer Workshop

The Employer Workshop brought together major employers to discuss and enhance the development of Pierce County's CTR plan and the CTR plans of CTR-affected cities in Pierce County. This engagement centered around understanding current challenges, sharing best practices, and identifying strategies to encourage sustainable commuting methods among employees. Key themes of the feedback collected during this workshop are captured below.

Infrastructure and Accessibility

- Time and Convenience Issues: Public transit is perceived as taking significantly longer than driving. This perception, combined with the availability of free parking, makes transit use less attractive.
- Non-traditional start times and safety concerns: Employees who start their shifts very early in the morning or end late at night face more barriers to using transit, rideshare, or active transportation modes.
- Lack of Active Transportation Infrastructure: Current infrastructure inadequately supports bicycling and walking, with safety concerns being a major barrier.

Remote Work Impact

- Reduced Need for Commuting: The rise in remote work has decreased the number of employees commuting regularly, affecting traditional CTR efforts.

Incentives and Employee Engagement

- **Low Incentives for Transit Use:** The availability of free parking diminishes motivation for employees to choose alternative commuting methods.
- **Challenges with Employee Buy-In:** Engaging employees and shifting their commuting habits remains a challenge, with employers seeking better incentives to increase participation.
- **Awareness of Incentives:** There is a lack of employee knowledge about available programs such as Emergency Ride Home and other CTR benefits.

Cultural and Organizational Shifts

- **Need for Internal Support:** Effective CTR plans require strong internal support and policies that encourage sustainable commuting methods, highlighting the importance of organizational commitment to these initiatives.

Transit Agency Outreach/Interviews

Pierce Transit shared that its next upcoming System Restoration goal is to restore 15-minute frequencies on Routes 2 and 3. The agency noted that peaks in ridership have expanded throughout the day and on weekends, and that more students are riding transit with the Youth Ride Free program.

Intercity Transit shared that the agency primarily serves riders commuting between counties, as well as the large military population commuting to JBLM. Upcoming changes may include more effectively connecting military residents with the base, as well as increasing the span and frequency of existing express routes to provide better connections with Pierce Transit and Sound Transit routes. Staff noted that the rise of remote work, particularly among government workers based in Olympia, has drastically impacted ridership.

Sound Transit shared that working with employers is a key strategy to develop successful CTR strategies . For instance, negotiating reasonable transit pricing with the ORCA Passport Program can be very impactful, as it can incentivize people to shift to transit without a massive added cost. Building these connections relies on enhanced marketing and partnering with jurisdictions and organizations, such as Downtown On the Go, to better reach employers. Staff also provided the following details on ridership:

- With the rise in remote work, commuting peaks are lower on Monday and Friday and higher Tuesday through Thursday. Peaks overall are broader throughout the day and on the weekend, particularly for large events.
- Ridership was least impacted during the pandemic on the 574 (Lakewood, Tacoma, Airport) route, indicating a high proportion of essential workers along that route.

Community-Based Organization Interviews

ForeverGreen Trails

- Remote work is a key CTR strategy that increased significantly during the COVID-19 pandemic. It preserves transportation capacity for those who need to commute while eliminating environmental impacts from trips not taken.

- Densification reduces transportation barriers and impacts. Managing land use to avoid low-density, single-use development is necessary for people to be able to get around without a car.
- Improving transit corridors requires collaboration between local and state jurisdictions and transit authorities—infrastructure and service improvements rely on multiple agencies working together.
- It's important to reduce collision risk and make sustainable modes safer. Making them enjoyable is also key.

Tacoma-Pierce Health Department

- Exposure to low air quality is higher in communities divided by highways and other heavily traveled roads.
- Speeding on multilane roadways is a major safety issue and can be difficult to manage on a local level.
- Pierce County is under-resourced for public transit. Expanding service, investing in more complete streets and first/last mile programs, and constructing and improving sidewalks—particularly near libraries, schools, and other similar facilities—is important to make transit a more accessible choice.
  - This is especially important for people using mobility devices who may rely on public transit. Most municipalities have a budget for sidewalk improvement requests from people using mobility devices, but often the budgets aren't fully used.
- Weather, distance, and geographic features such as hills can be barriers to choosing active mobility options.
- There are not enough protected or connected bicycle lanes. Glass and debris on major roadways can further deter people from choosing to ride their bicycles.
- Accessing childcare is a widespread barrier to choosing non-drive-alone modes.
- There is a lot of free parking in Pierce County.

YMCA of Pierce and Kitsap Counties

- Accessing childcare is a big issue, particularly in unincorporated Pierce County. Transportation can be a barrier to access to basic services for families.
- Families who need to make multiple stops during their commute are less likely to choose non-drive-alone options.
- Areas on the Kitsap Peninsula and in Bethel and unincorporated Pierce County are not served by transit.
- Ride Together Pierce's programming and incentives can help communities to embrace heathier practices such as active mobility and reducing emissions from driving alone. This can help with developing blue zones.

Pierce County Transportation Advisory Commission CTR Plan Presentation

What would make commuting easier? What should the CTR program consider doing?

- Create transportation hubs in low-income or historically disadvantaged communities with free options such as bike-sharing and scooters, and focus on connecting people to public transportation.
- Work to connect nearby (CTR-affected and non-CTR-affected) employers using carpool/vanpool.
- Improve bike infrastructure; focus on routes with lower traffic speeds.
- Increase public transit, provide more direct routes, and offer door-to-door van service to bridge gaps.
- Pay for vanpool and provide vehicles for employee use in case of emergency.
- Improve minimum requirements for CTR-affected employers (e.g., subsidized ORCA cards, staggered work schedules, and telework).
- Analyze traffic data near major employers and synchronize intersections to reduce congestion.
- Add schools to the CTR program.

d. How did what they said influence the plan?

- Pierce County collected comments at several community events during 2022 and 2023. At these events, people said that Pierce County should offer [transit] vouchers for low-income, disabled, homeless, and vulnerable community members; provide carpooling incentives; encourage residents to walk, bike and carpool to destinations; and provide outreach classes and information in Spanish. To help support these interests, Ride Together Pierce will:
  - Make ORCA cards loaded with transit fares available at community events and for CTR-affected employers to hand out to employees.
  - Encourage the use of sustainable modes of transportation by providing information on their website including first-time rider guides; marketing sustainable alternative transportation campaigns with incentives; offering training opportunities such as bicycle classes, bicycle skills courses, and transit field trips; promoting a bicycle buddy matching program; and work with employers to provide translated materials.
- Respondents to the Spring 2024 Community Survey shared interest in programs focused on bike safety education and safe route planning, financial incentives, gifts or reward programs, help forming carpool groups, options to work from home. To help support these interests:
  - Pierce County will look for funding opportunities for additional incentives to those offered with mode campaigns and providing free ORCA cards loaded with transit fare.
  - Pierce County will promote partner incentive programs such as occasional vanpool formation incentives offered by transit agencies.
  - Pierce County will promote its online telework toolkit to businesses and school career centers.
- The preferred sustainable transportation modes as reported in the Spring 2024 Open House Survey were to ride the city or regional bus, ride a bicycle, walk or use a mobility device that rolls or a

scooter or skateboard, and work from home. To help support these modes Pierce County will provide:

  - Transit ridership: transit fare and ORCA cards, transit training, classes, or field trips.
  - Bicycling: bicycle classes, skills course training, bike rides, bicycle buddy ride-share matching, support or safety gear such as reflective gear or tire repair kits, transit fare to combine bicycling and transit for longer trips.
  - Walk or use a mobility device that rolls or a scooter or skateboard: provide opportunities to receive support or safety gear such as reflective gear and umbrellas or transit fare to combine walking and transit for longer trips.
  - Work from home: online telework toolkit for businesses, managers, and teleworkers.

- The top barriers to sustainable transportation modes as reported in the Spring 2024 Open House Survey were the lack of transit availability, that transit takes too long, and concerns about safety while riding transit. The secondary barriers reported included that riding a bicycle feels unsafe and that people feel their commute is too long for riding a bicycle. To help address these barriers, Pierce County will:

  - Share with transit agencies the valuable comments received from the CTR Plan outreach and engagement process and collaborate with transit agencies
  - Provide transit riding classes and field trips to help grow rider confidence.
  - Address rider safety concerns by providing transit agency safety information to commuters.
  - Goal T-12.2 of the 2024 Comprehensive Plan endorses the concept of complete streets, which promotes roadways that are safe and convenient for all users and new Goal T-12.7 prioritizes developing a safe, connected network of active transportation facilities that allows for access to centers and community destinations.[8]
  - Goal T-16.8 of the 2024 Comprehensive Plan encourages placement of transit shelters that are well lit and clearly visible.[9]

26. Vulnerable Populations Considered

Pierce County staff collaborated with community-based organizations that serve vulnerable populations to host several safe streets tabling events throughout Pierce County. Staff identified vulnerable populations by using the Washington Environmental Health Disparities map and Pierce County's Equity Index and through interviews with community-based organizations. The highest environmental health disparity[10] scores and lowest equity index scores[11] are most prevalent along the I-5 corridor.

[10] Washington Environmental Health Disparities Map. https://doh.wa.gov/data-and-statistical-reports/washington-tracking-network-wtn/washington-environmental-health-disparities-map
[11] Pierce County Equity Index. https://www.piercecountywa.gov/7938/Equity-In-Decision-Making#equityindex

The feedback provided by community-based organizations that serve vulnerable populations was considered in development of this CTR Plan. The demographics of some area populations served by community-based organizations are as follows:

Native Hawaiian and other Pacific Islander residents make up two percent of Pierce County's population.[12]

Hispanic and Latino ethnicities represent twelve percent of Pierce County's population.[13]

Cost-burdened households spend more than 30 percent of their income on rent and utilities. In Pierce County, 22 percent of property owners are cost-burdened, and 49 percent of renters are cost-burdened.[14]

28. Engagement Focused on Vulnerable Populations

a. Who did Pierce County talk to?

- Pacific Islander Health Board of Washington.
- Puget Sound Educational School District Latinx Family Advocacy Group.
- DeMark Apartments and the Pierce County Housing Authority.
- Bethel Community Services.

b. When did we talk to them?

- Pacific Islander Health Board of WA (Safe Streets tabling event in Fife on 5/17/23).
- Puget Sound Educational School District Latinx Family Advocacy Group (Safe Streets tabling event in Prairie Ridge on 7/25/23).
- DeMark Apartments and the Pierce County Housing Authority (Safe Streets tabling event in unincorporated Pierce County on 7/25/23).

c. What did they have to say?

- **Pacific Islander Health Board of WA**
  - Create public transportation routes that focus on working-class and poor communities.
  - Improve safety on transit systems.
  - More bus routes and trains in low-income areas are needed, as well as higher wages for drivers.
  - For poor ones/disabled ones, provide cheap prices, a voucher for gas, etc., as well as for disabled, vulnerable/homeless, etc.
  - Carpooling incentives such as free gas or reduced taxes for those in a given area riding together.
  - Provide better carpooling and public transportation to meet the needs of low-income communities.
- **Puget Sound Educational School District Latinx Family Advocacy Group**
  - Create a public transportation route for the city of Bonney Lake so then we can reduce our car use.

[12] Pierce County Equity Index. https://www.piercecountywa.gov/7938/Equity-In-Decision-Making#equityindex
[13] *Ibid*
[14] *Ibid*

  - We need public transportation in the Bonney Lake community.
  - We need more bikes or to walk to places that are nearby.
- **DeMark Apartments w/Pierce County Housing Authority**
  - Climate change is going to change no matter what. Where it would make a difference is in construction. Transporting workers and waste from construction.
  - Create an electric bike program for low-income riders.
  - Redesign main streets with more bike lanes and sidewalks.
  - Reconfigure community streets with more roundabouts to slow traffic and keep kids safer.
  - We need more public transportation for older people.

d. How did what they said influence the plan?

Several employers and attendees at tabling events suggested providing outreach classes and information in Spanish. Ride Together Pierce provides a downloadable First Time Rider Guide in Spanish, Russian, Vietnamese, Tagalog, Korean, Chinese, and Khmer.

Event attendees suggested vouchers for low-income, disabled, homeless, and vulnerable community members. Ride Together Pierce will make ORCA cards loaded with transit fares available at community events and cards will be available for CTR-affected employers to hand out to employees.

29. List Employers' Suggestions to Make CTR More Effective

The employees that participated in the Employee Transportation Coordinator Network Event and employer interviews made the following suggestions:

- Keep providing promotional materials, templates, and campaigns.
- Continue offering training opportunities for ETCs.
- Share information on how other employers are supporting CTR.
- Increase the vanpool fleet and provide more assistance for rideshare matching and vanpool formation.
- Add earlier and later transit services.
- Expand the Emergency Ride Home service to better help those working early or late shifts.
- Provide more subsidies for bike racks, helmets, walking shoes, and ORCA cards.
- Provide more information about the environmental benefits of CTR to encourage more people to participate.
- Provide more safety tips for riding transit, carpooling, and riding bicycles.
- Add secure on-site bike parking to the bicycle map.
- Include QR codes on printed materials, especially posters for employee break rooms.
- Reach out to tribes to learn elder and veteran transportation needs and to collaborate on siting new transit and rail routes.

30. The Results of Engagement Focused on Vulnerable Populations that will be Provided for use in Comprehensive Plan and Transit Plan updates.

Land Use: A common theme heard during public engagement is that many workers have a desire to live closer to their workplace and would do so if there were affordable housing available. Many indicated that living closer to work would improve the likelihood that they would try alternatives to drive-alone trips. This identified need can be addressed as part of the 2024 Comprehensive Plan update by prioritizing and focusing housing growth, infrastructure development, and transit investment on the County's designated centers of local importance as well as any other areas with CTR-affected employers.

Safety: Safety was identified as a major deterrent by several public engagement participants for riding bikes and walking to work. Multiple respondents cited the lack of safe bicycle and pedestrian infrastructure as a deterrent to choosing these modes and suggested dedicated, protected bicycle lanes and more sidewalks. The 2024 Comprehensive Plan update should recognize these concerns and prioritize safety improvement projects. The 2024 Comprehensive Plan update includes new goals, Goals T4A-T4A.3, which recognize the importance of safety improvements needed to construct a successful multimodal transportation network. These new goals aim to use Vision Zero plans and strategies to prioritize safety projects.

Public Transit: Several public engagement participants expressed interest in expanded public transportation options, such as more frequent Sounder trains or access to light rail. Multiple participants emphasized the importance of expanded service locations, routes, and times, as well as faster and more reliable service. They also noted a desire for more local service rather than a focus on regional travel. Additionally, participants appreciated transit cars that can be hailed by a smart phone app in areas where bus service is not available, and would like to see these services improved and expanded. Respondents also expressed a desire for infrastructure, such as benches or shelters, at bus stops and expressed that they feel unsafe on transit because of the conduct of other riders. Several community-based organizations suggested providing free or low-cost ORCA cards for vulnerable populations. Plans to expand transit service, offer free or lows cost ORCA cads, and invest in transit amenities and rider safety should be prioritized in the comprehensive plan update.

These results of public engagement with vulnerable populations and this CTR Plan have been shared with the transit agencies listed in this plan and with the Comprehensive Plan update team.

Regional Transportation Planning Organization CTR Plan Review

Appendices

Appendix A

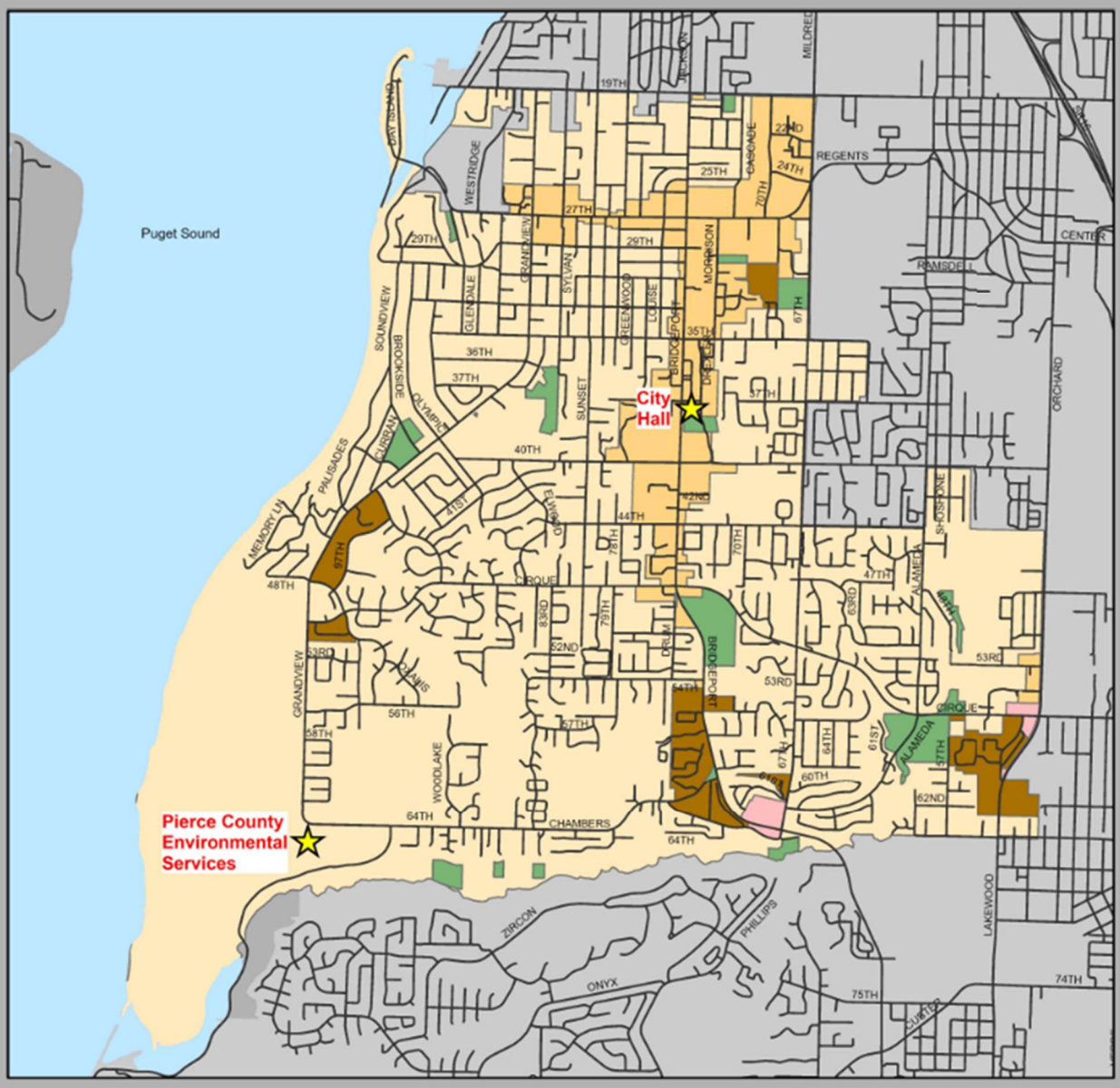
City of University Place
Vicinity CTR Worksite Map


City of University Place
CTR Worksites
Puget Sound
City Hall
Pierce County Environmental Services
CTR Worksite
University Place
Engineering Department
July 3, 2024
1:40,000

Appendix B

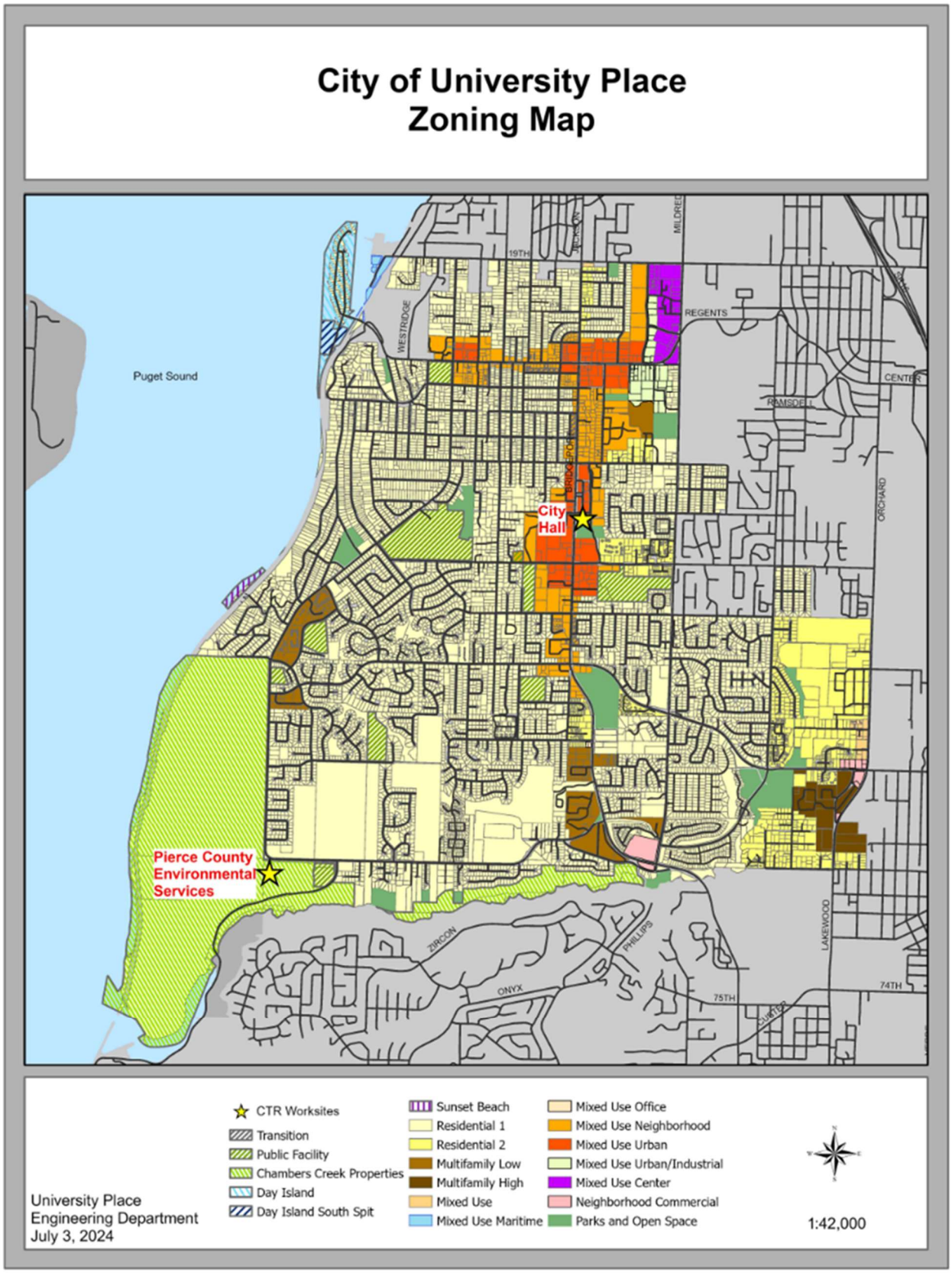
City of University Place Comprehensive Plan Map

City of University Place
Comprehensive Plan Map



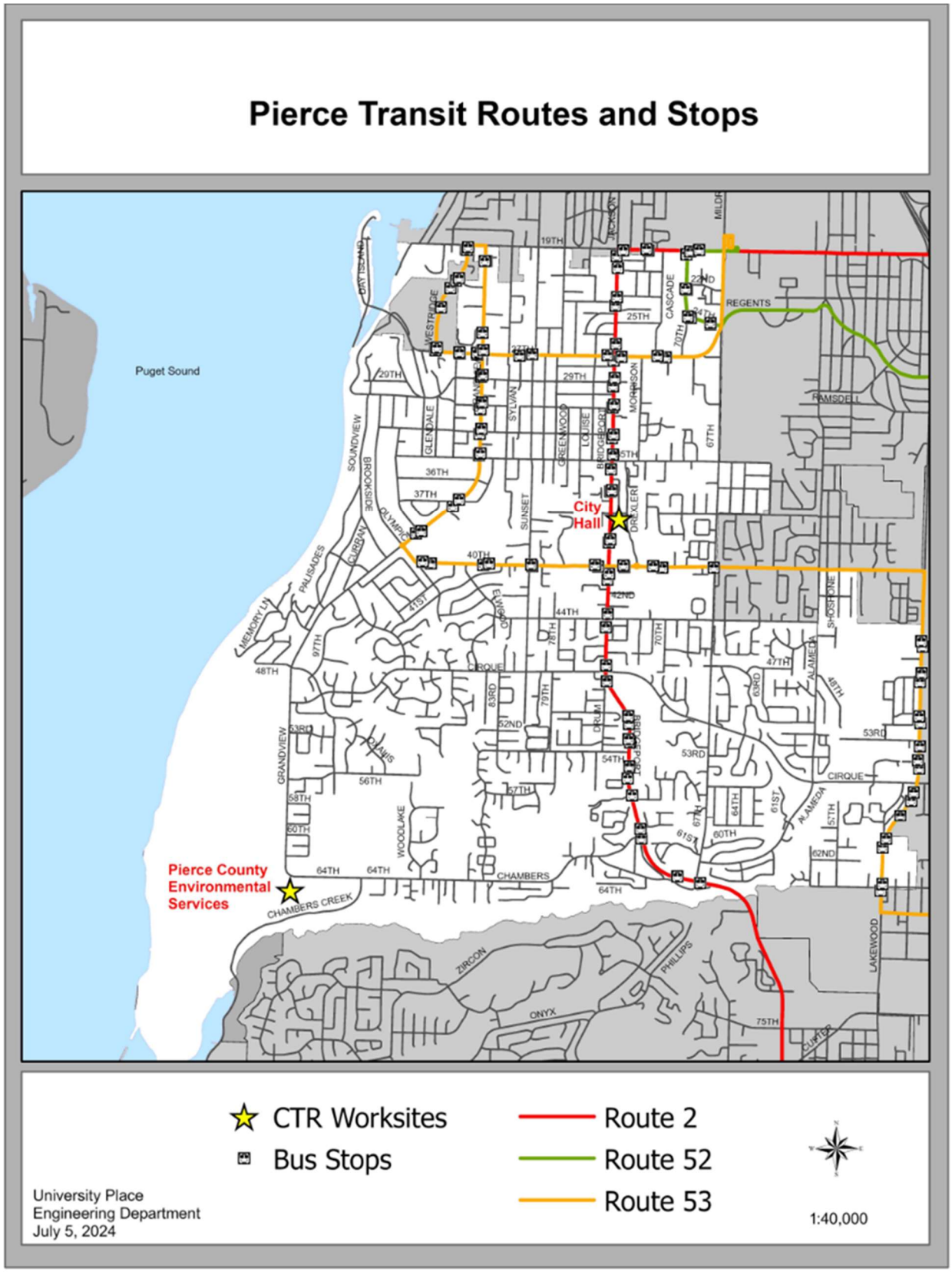
Appendix C

City of University Place
Zoning Map


City of University Place
Zoning Map
Puget Sound
City Hall
Pierce County Environmental Services
19TH
WESTRIDGE
MILDRED
REGENTS
CENTER
RAMSDELL
ORCHARD
BRIDGEPORT
ZIRCON
ONYX
PHILLIPS
LAKEWOOD
75TH
74TH
JUNIPER
CTR Worksites
Transition
Public Facility
Chambers Creek Properties
Day Island
Day Island South Spit
Sunset Beach
Residential 1
Residential 2
Multifamily Low
Multifamily High
Mixed Use
Mixed Use Maritime
Mixed Use Office
Mixed Use Neighborhood
Mixed Use Urban
Mixed Use Urban/Industrial
Mixed Use Center
Neighborhood Commercial
Parks and Open Space
University Place
Engineering Department
July 3, 2024
1:42,000

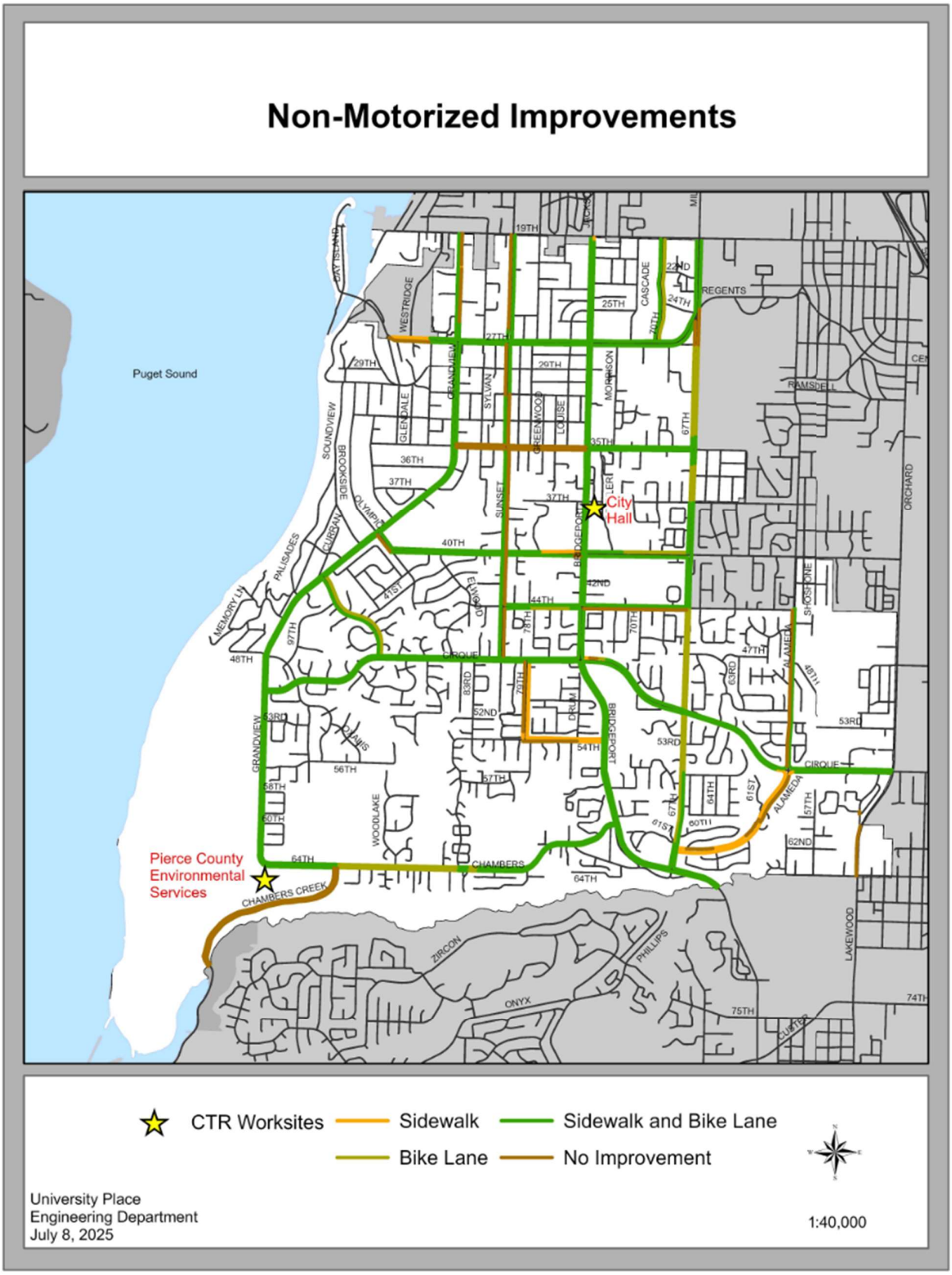
Appendix D

City of University Place
Transit Services and Facilities Map


Pierce Transit Routes and Stops
Puget Sound
City Hall
Pierce County Environmental Services
CHAMBERS CREEK
CTR Worksites
Bus Stops
Route 2
Route 52
Route 53
University Place
Engineering Department
July 5, 2024
1:40,000

Appendix E

City of University Place
Non-Motorized Facilities Map


Non-Motorized Improvements
Puget Sound
City Hall
Pierce County Environmental Services
CHAMBERS CREEK
CTR Worksites
Sidewalk
Sidewalk and Bike Lane
Bike Lane
No Improvement
University Place
Engineering Department
July 8, 2025
1:40,000

Appendix F: Engagement Questions

Contents

Questions for Interviews with Organizations that Work with Communities 54

Questions for Employer Interviews 55

Online Community Scoping Survey Questions (March 2024) 56

Online Open House Text and Questions (April 2024) 57

Overview of Commute Trip Reduction 57

Benefits of Commute Trip Reduction 57

Services and Strategies 58

Performance Targets 58

Engagement 59

Demographic Questions 60

Questions for Interviews with Organizations that Work with Communities

1) Could you tell me about the communities you serve and how you support them?
    a. What are their demographics and preferred languages?
    b. What frontline communities engage with your organization? Examples:
        i. Black, Indigenous, and people of color (BIPOC)
        ii. English as a second language
        iii. Living with a low or fixed income
        iv. Ages 16-26
        v. Lesbian, Gay, Bisexual, Transgender, Queer, Intersexed, Asexual, including those questioning their gender identity or sexual orientation (LGBTQIA+)
        vi. Living with three or more generations in one home
        vii. Living with more than one family in one home
        viii. Living with a disability
        ix. Immigrant or refugee
        x. Experiencing homelessness
        xi. Completed formal education less than or up to a high school/GED level
        xii. Experiencing pregnancy
    c. Where do they live and work?
    d. What are the services you provide, and what barriers do you help mitigate?

2) Is there any insight you would like to give on how commuting impacts your community?
    a. For instance, negative impacts such as traffic congestion and air quality.
    b. Are there any positive impacts, such as economic impacts to local business?

3) What kinds of transportation modes would your community be most interested in? Do you know how they get around now?

4)What barriers do you think would keep members of your community from choosing sustainable transportation options?

5) While other organizations and departments are responsible for transit service and infrastructure improvements such as bike lanes and sidewalks, the Ride Together Pierce team is responsible for creating and managing transportation programs and sharing resources. Of the current Ride Together Pierce transportation programs below, what strategies might help mitigate barriers in your community?
    a. Community-wide campaigns (i.e., Walk Everywhere Challenge, Bike Month, Bike Swap, etc.)
    b. Carpool and vanpool matching tool
    c. Transit and bike trip planning tools
    d. Resources and support for employer transportation programs (such as Emergency Ride Home)

6) Are there other strategies you would suggest for us to remove barriers and mitigate impacts from commuting?

7) Will you share our survey? We're also going to host an online open house starting in mid-April and would love for you to share the link as well as provide input on our draft outline!

Questions for Employer Interviews

1) What Commute Trip Reduction (CTR) resources do you currently provide employees?
    a. Which are most used? Which are not getting used as much?
2) What proportion of your employees prefer to communicate in a language other than English?
    a. Do you feel that CTR resources are reaching these employees? How would you suggest reaching them more effectively?
    b. We are currently running an online open house to gather feedback from people who live and work in Pierce County. How would you recommend we try to reach employees who prefer to communicate in another language?
3) What barriers does your staff experience to choosing sustainable transportation options?
4) What support would you like to see from us that would help your staff more easily choose sustainable transportation options?
    a. Are there other strategies you would suggest for us to remove barriers and mitigate impacts from commuting?
5) What other concerns do you have regarding commuting? Examples:
    b. Lack of parking, tardiness/absenteeism, retention or attracting new employees
6) Do you feel that leadership supports the CTR program or is it more of a requirement? What can we do to gain more leadership support?

Online Community Scoping Survey Questions (March 2024)

1) Including yourself, how many people are in your household?
2) What is your race/ethnicity? We ask this question to ensure we are reaching all Pierce County residents.
3) Which age group do you belong to?
4) Do you identify as a frontline community member?
    a. Frontline communities are those who are or will be unfairly burdened by climate change, often experiencing the first and worst impacts. Frontline community members may be individuals from one or more of the following backgrounds:
        i. Black, Indigenous, and People of Color (BIPOC)
        ii. Speak English as a second language
        iii. Living with a low or fixed income
        iv. Ages 16-26
        v. Lesbian, Gay, Bisexual, Transgender, Queer, Intersexed, Asexual, including those questioning their gender identity or sexual orientation (LGBTQIA+)
        vi. Living with three or more generations in one home
        vii. Living with more than one family in one home
        viii. Living with a disability
        ix. Immigrant or refugee
        x. Experiencing homelessness
        xi. Completed formal education less than or up to a high school/GED level
        xii. Experiencing pregnancy
5) What is your annual household income before taxes?
6) Home Zip Code
7) Work Building or School Zip Code
8) What transportation mode do you usually use to get to work or school? Select the transportation mode that you use the most.
9) What transportation mode would you like to use to get to work or school? Select your top three choices.

While other organizations and departments are responsible for transit service and infrastructure improvements such as bike lanes and sidewalks, the Ride Together Pierce team is responsible for creating and managing transportation programs and sharing resources.

Current Ride Together Pierce transportation programs include community-wide campaigns, a carpool and vanpool matching tool, transit and bike trip planning tools, and resources and support for employer transportation programs.

We are interested in learning about what programs or information you may need to consider a sustainable commute to work or school.

Examples of programs could be: help finding someone to share the ride with, field trips learning how to ride buses or bikes, access to a free or low-cost bicycle or bike safety gear, providing free rides from work

to home in case of an emergency, financial incentives to try a sustainable trip, help planning bike trips, etc.

10) Would any of these programs help you consider a sustainable commute to work or school?

What other programs or information would help you try a sustainable commute?

11) Anything else that you would like to share about how you get to work or school?

12) Please provide your email to receive notice of the Commute Trip Reduction plan online Open House.

Online Open House Text and Questions (April 2024)

Overview of Commute Trip Reduction

Commute Trip Reduction (CTR) works to reduce air pollution, traffic congestion and fuel consumption by encouraging alternative transportation options throughout Washington State. Requirements are focused on employer-based programs that support employees in choosing alternatives to driving alone.

Why CTR Matters for Everyone: Congestion and traffic affect more than just vehicles on the road; they impact our entire community. Increased traffic leads to higher pollution and carbon emissions, posing risks to both people and environment. That is why we are seeking input from the community along with employers in Pierce County to develop comprehensive CTR plans for the largest jurisdictions in Pierce County. Our goal is to develop strategies that address community needs and challenges and enhance mobility and quality of life for everyone.

How We'll Use Your Feedback: Your responses will be used in drafting a plan for unincorporated Pierce County, as well as a template that jurisdictions across Pierce County will use to create their own 2025-2029 CTR plans. A draft CTR plan will be posted for public comment in Summer 2024 on our 2025-2029 Commute Trip Reduction Plan webpage. As part of the work to draft the CTR plans, jurisdictions will review local Transit Plans and describe how their CTR plan will support those plans. The transit agencies consulted may include Pierce Transit, Sound Transit, and Intercity Transit, depending on the jurisdiction. Jurisdictions will also describe any required updates to their Comprehensive Plan and provide a timeline for making those changes.

Benefits of Commute Trip Reduction

This section of the plan describes features of land use and transportation facilities in your jurisdiction. Examples of land use could include where important resources are located and how they can be accessed, and transportation facilities could include roadways, sidewalks, transit routes, and bike lanes.

Information will be gathered from your jurisdiction’s comprehensive plan, regional and local transportation plans, and transit agency plans. This section will also describe how commuting patterns have changed in recent years, as well as how the CTR plan will help support environmental goals such as reducing greenhouse gas emissions.

Why is this important to you? We want to know whether the transportation facilities in your area provide adequate support to minimize your drive-alone trips, whether you are commuting to work or school, running errands, or visiting a friend. Alternatives to drive-alone trips include walking, biking, or

rolling (such as on a scooter or mobility device), riding the bus, sharing a carpool or vanpool, working from home, or working a compressed work week to avoid peak commuting times. We also want to understand what benefits of commute trip reduction are most important to you.

1) What jurisdiction do you live in?
2) What jurisdiction do you work in?
3) How easily do you feel you can get around without driving alone?
4) What changes in commuting patterns and/or traffic have you observed in the past few years? How has it impacted your life?
5) If more people reduce their drive-alone trips, we could experience benefits such as reduced traffic congestion and better air quality. What potential benefits are most important to you?

Services and Strategies

In this section, jurisdictions will describe the tools they will use to support effective CTR delivery, such as providing free bus passes to students or workers, charging for parking,
changing zoning to support transit development, or conducting outreach to employers to increase the use of telework and compressed work weeks.

Transportation infrastructure support services such as public bicycle racks and lockers, bicycle fix-it stations with tools, wi-fi hotspots to access transportation information (like bus schedules), and online ride matching tools to join carpools and vanpools may also be described in this section.

This section will also describe how each jurisdiction will provide financial and logistical plans for implementing any services or strategies described, and address known barriers and how to mitigate them. Why is this important to you? We want to know what barriers you currently face when trying to use transportation alternatives to driving alone and what potential solutions you would like your jurisdiction to consider in drafting their 4-year CTR plan.

6) What transportation mode do you usually use to get around?
7) What alternative transportation mode would you prefer to use?
8) What is stopping you from using your preferred alternative transportation mode?
9) What are some programs, support services, resources, or changes that would help you choose not to drive alone?
10) Please provide the description for your response to the last question.
11) Is there anything else you would like us to consider in drafting this section?

Performance Targets

In order to measure progress, jurisdictions will be selecting performance targets. Only the jurisdictions listed below are required to set Performance Targets. To measure progress, state law requires major employers located in these jurisdictions to survey their employees on their commute habits.

Jurisdictions may select one of the following:

Performance Target options:

Option 1: Set the target using a weighted average drive-alone rate (DAR) of 60% or less for major employer worksites at the jurisdictional level. This goal is the statewide target, which is 15.5% lower than the 2019 census data for DAR.

Option 2: Set the target using a weighted average DAR of 15.5 % below, or less, of the jurisdiction's census performance in 2019 for major employer worksites at the jurisdictional level. These targets, if Option 2 is selected, are listed below.

- City of DuPont: 71%
- City of Fife: 73%
- City of Gig Harbor: 73%
- City of Lakewood: 71%
- City of Puyallup: 73%
- City of Sumner: 73%
- City of Tacoma: 68%
- City of University Place: 65%
- Unincorporated Pierce County: 71%

Both option 1 & 2 set targets that are 15.5% below DAR as measured in the 2019 census. Option 1 applies the same statewide target across jurisdictions, and Option 2 calculates each target individually for jurisdictions.

Option 3: Pierce County is considering a custom target DAR below the employee survey data collected by major employers in 2024. Jurisdictions will set the target using a weighted average DAR of 10-15% below the employee survey data collected by major employers in 2024. The expected level of achievement still needs to be determined. The final goal will consider land use and the availability of transportation infrastructure in the jurisdiction.

12) Do you have a preferred Performance Target option? Why do you prefer this option? Is there anything you would like us to consider in drafting this section?

Engagement

In addition to this online open house, Pierce County also solicited public feedback using a community survey earlier this spring and at large, in-person community events throughout Pierce County in 20232024. Pierce County is engaging employers and community-based organizations through interviews and virtual workshops to gather their input and feedback. Pierce County is also soliciting feedback from local Tribal Nations.

Each plan will include details on who was engaged, when and where they provided feedback, high-level summaries of what was shared, and an explanation of how their feedback was incorporated into the

plan. Engagement results will also be flagged to help inform future updates to jurisdiction Comprehensive Plans and transit agency long-range plan updates.

Engaging underserved community members is a priority. This will be achieved by providing a variety of options for engaging with the CTR planning process (such as attending in-person community events or the online open house, which can be translated using Google Translate or providing interpretation services) and working with community-based organizations to reach priority populations more effectively.

13) Is there anything additional you'd like us to consider when conducting engagement?

Demographic Questions

14) What is your race/ethnicity? We ask this question to ensure we are reaching all Pierce County residents.
15) Which age group do you belong to?
16) Including yourself, how many people are in your household?
17) Do you identify as a frontline community member?
    a. Frontline communities are those who are or will be, unfairly burdened by climate change, often experiencing the first and worst impacts. Frontline community members may be individuals from one or more of the following backgrounds:
        i. Black, Indigenous, and People of Color (BIPOC)
        ii. Speak English as a second language
        iii. Living with a low or fixed income
        iv. Ages 16-26
        v. Lesbian, Gay, Bisexual, Transgender, Queer, Intersexed, Asexual, including those questioning their gender identity or sexual orientation (LGBTQIA+)
        vi. Living with three or more generations in one home
        vii. Living with more than one family in one home
        viii. Living with a disability
        ix. Immigrant or refugee
        x. Experiencing homelessness
        xi. Completed formal education less than or up to a high school/GED level
        xii. Experiencing pregnancy
18) What is your annual household income before taxes?

Thank you for taking time to learn about Commute Trip Reduction. Click HERE to enter into a prize drawing for one of our four $25 gift codes for an online gift card mall. Check out RideTogetherPierce.com for further opportunities to engage in Commute Trip Reduction.