

# Commuter Trip Reduction Plan 2024-2029

AS REQUIRED BY THE STATE OF WASHINGTON'S  
CLEAN AIR ACT AND WAC 468-63-010

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## INTRODUCTION

The State Commute Trip Reduction (CTR) Law affects worksites with 100 or more full-time employees who begin their shift between 6 and 9 a.m. on weekdays within the nine most populous counties in the state.

Worksites conduct CTR surveys every other year to measure vehicle-miles-traveled and the mode choices of their employees. WSDOT and jurisdictions use these survey results to report on collective progress toward drive-alone and vehicle-miles-traveled reduction targets. Worksites are expected to make good faith efforts to develop and manage their own programs to meet performance targets.

The State CTR law also requires that the City develop a local CTR Plan, to be updated every four years. This plan lays out the benefits of CTR, performance targets, services, and strategies. This plan is also a reference point in updates to the City's CTR ordinance and CTR-affected worksite's individual CTR programs.

## EXISTING CONDITIONS

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

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

Federal Way is a city in South King County, Washington located between the Puget Sound and Interstate Highway 5. According to estimates based on the 2022 Census, the population of Federal Way is 97,863. The City has about 30,000 jobs, which offers a good balance between commuter inflow and outflow.

The City of Federal Way's existing transportation network accommodates multiple modes of travel, including walking, bicycling, public transit. However, the predominant mode of travel for commute remains to be the private automobile. As a mature city with mostly suburban built forms, the roadway system is largely complete. Most of the buildable land area in the City is developed or environmentally preserved.

The infrastructure needed to support all modes in the transportation system is fragmented. Sidewalks are missing in some older neighborhoods, and there are an insufficient number of pedestrian crossings. Gaps in the bicycle network inhibit access to the transit system. Transit lanes for bus rapid transit or high occupancy vehicles only exist on Pacific Highway. Filling in these gaps are priorities in the Capital Improvement, Comprehensive, Bicycle and Pedestrian, and Southwest King County Trails plans.

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

Federal Way is a predominantly single-family community with multi-family and commercial villages sprinkled throughout the landscape. Federal Way's villages make transit-oriented nodes easier to plan. The connections of SR 18, a major east-west corridor and Highway of Statewide Significance, with SR 99, SR 161, and I-5 are closely spaced within the City. These routes experience traffic congestion regularly. Traffic incidents occurring along these routes greatly impact transportation conditions for people traveling within the City and connecting communities.

Transportation projects in the Capital Improvement Plan are focused on completing the infrastructure systems for all transportation modes. This focus will facilitate commuter access to non-drive alone modes. These projects include:

- Plans to connect trails to adjacent cities.
- Installing mid-block pedestrian crossings.
- Improved pedestrian and bicycle street signage.
- Installing sidewalks and streetlights in some neighborhoods.
- Greenway improvements and internal links.
- Adding bike lanes and improving pedestrian facilities along some streets. (S 288th St)
- Installing RRFB's with mast arm mountings.
- Transit route study and realignments to better service the Sound Transit's Link extension.
- Increased Park-and-Ride lot capacity.

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

Travel to work in Federal Way in a single-occupant vehicle (SOV) accounts for roughly 69 percent of work trips within the City, according to the American Community Survey 2021 5-year estimates. About eleven percent of work trips are made by carpoolers. Transit has seen a significant increase in commute trips since the 1990s, doubling to about seven percent of work trips. Biking and walking modes account for approximately four percent of work trips, while the remaining nine percent of work trips is comprised of telecommuters.

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

Continuous sub-area planning and development review with transit service providers will establish important connections to employers with regional mass transit options. Development proposals are required to build sidewalks, transit shelters, and roadway improvements unless there is a reasonable exception. In the future, growth centers surrounding the Light Rail stations will focus on transit-oriented enhancements with dense housing land use and multimodal connections. The enhancement of suburban nodes like Twin Lakes Village, Northshore Village, and Dash Point Village with transit-oriented improvements will help establish important western-City system connections.

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

City staff will continue to encourage the voluntary expansion of the CTR Program to employers of less than 100 employees, as funding allows. Staff will continue to assist employers on developing commute trip incentives like subsidized transit passes, carpool parking space priority, bike racks, shower facilities, vehicle pool forums, and alternative work schedules.

The city should accelerate land use and transportation improvements to meet sustainability, livability, and economic development goals. Increased density of land uses in the City's Growth Centers will support the regional bus and rail system, and is most effective way to reduce traffic congestion and air pollution.

## BENEFITS OF CTR

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

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

Although the Commute Trip Reduction Program only applies to seven sites in the City of Federal Way, the CTR program will continue to grow and address a variety of transportation issues. Several trends are increasing the value of CTR in Federal Way, particularly as an alternative to expanding roads. CTR continues to relieve major transportation problems facing Federal Way like congestion, inadequate mobility for non-drivers, and various economic, social and environmental costs associated with high levels of automobile travel.

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

City of Federal Way's environmental objectives include:

- Preserving and sustaining the natural environment.
- Improving air quality through reduction in greenhouse gas emissions.

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

Every drive-alone commute trip that converts to transit, rideshare or a non-motorized mode eliminates the greenhouse gas emissions that would have been generated by that drive-alone trip.

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

There is a significant benefit to the environment for each car that is taken off the road. As drive-alone trips shift to transit, rideshare and non-motorized modes, the demand for new roadways decreases. Reducing roadway demand allows more natural landscapes or lower intensity land uses, which improves air quality.

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

*a. Summarize the regional and state benefits that would be gained if you achieved your CTR targets.*

Federal Way's CTR program is designed to meet the following regional and State plan goals and objectives:

*Puget Sound Regional Transportation Plan:*

Goal: Safe, clean and efficient transportation system essential to the region's quality of life, health and economy.

Objectives:

- Enhance regional mobility
- Movement of people and goods
- Improve air and water quality.
- Achieve greenhouse gas emission reduction goals.
- Strengthen the region's economy.

- Advance equity and safety.
- Invest in neighborhoods.
- Foster innovation.
- Expanding transit and travel choices.
- Facilitate enhancements to the HOV System.

*State CTR Plan Objectives:*

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

*Summary of Benefits:*

- Reduce greenhouse gas emissions: The state and region both have both have the goal of reducing greenhouse gas emissions. Each commute trip that is shifted to a non-drive alone mode through the city's CTR program reduces greenhouse gas emissions.
- Advance equity: By focusing particular attention on areas with higher concentrations of people of color and people with low incomes, the city's CTR program is redressing past neglect and bringing these neighborhoods up to par with the rest of the city thereby advancing equity, which is a goal of the region and the state.
- Improve delivery of CTR programs: The emphasis in the capital improvement plan on building out non-motorized network infrastructure will improve connections for all modes of travel. This in turn will make all the CTR actions more productive and easier to deliver. This aligns with the region's and state's CTR goals.
- Foster interagency collaboration: The requirements of the CTR program to consider state, regional and adjacent goals naturally foster interagency collaboration which, in turn, yields a more integrated and robust multimodal transportation system that better meets the travel needs of citizens.

At this phase, the City is collecting data on how employers are using commute trip incentives for vulnerable employees, and will continue to plan and make recommendations to ETC's and partners on how to include all local stakeholders and individuals in the development of the CTR plan.

Jurisdictions need more state funding and support to expand CTR to non-affected vulnerable employees. The current design of CTR is to meet Clean Air Act, Transportation, and Land Use Planning initiatives. This does not preclude Environmental Justice efforts, but Jurisdictions and ETC's are continually being asked to do more with less.

*b. List adjacent CTR-affected cities and counties.*

- City of SeaTac
- City of Des Moines
- City of Auburn
- City of Kent
- Pierce County

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

Congestion and Incident Management: Traffic congestion is highest during the morning and evening commute trips. Traffic incidents occurring along SR 99, SR 161, and I-5 greatly impact transportation conditions for people traveling within the City and connecting communities in the region.

Non-affected employers: Recent initiatives to expand CTR to non-affected employers and off-peak commuters as a new TDM strategy is still being explored. The City is still trying to appropriately manage its current tasks under CTR law, and non-affected employer outreach will be explored on a case-by case basis. Outside of airport employees using SKC trips incentives for their commutes, no other employers have reached out to the City with specific off-peak travel time or equity concerns.

Express Bus Service: City Staff often hears from City Hall commuters about the long travel times of inter-city express bus routes to places like Puyallup and Kent. Light rail should provide additional commuter choice to destinations north of the Federal Way, but it is not anticipated that the light rail will be competitive with vehicular travel times. Additional express bus service should be reconsidered in future TDM initiatives in South King County and Pierce County.

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

Coordination: A primary strategy for addressing regional and cross-border issues is maintaining effective coordination between the City and its regional partners. This includes coordination with the transit agencies that service Federal Way, PSRC, WSDOT, and neighboring jurisdictions. City Staff meets with nearby CTR-affected jurisdictions monthly to discuss issues that affect us and coordinate implementation efforts, as well as participating in regional and state meetings and workshops. Attending various regional and state meetings and workshops ensures that The City has a voice in any regional and state changes that may take place.

Coordination with Sound Transit, King County Metro, and Pierce Transit is also important for addressing the regional and cross-border issues. The South Link Connections Project is an example of interagency coordination in which such cross-border issues arise.

Incentives: The Regional Transportation Plan indicates a higher participation in non-drive alone commuting when employers offer incentives or subsidies. ETC outreach will focus on developing incentive programs, as well as trip planning assistance using apps like Rideshareonline.com.

## PERFORMANCE TARGETS

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

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

The CTR plan currently uses a DAR performance target of 63% for the city. The recommended value is a weighted average DAR of 15.5 percent below, or less, of the jurisdiction's census performance in 2019 for CTR-affected worksites at the jurisdictional level; which is a calculation provided and approved by the state CTR board.

*List any additional numeric performance targets*

None.

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

*a. Provide the number you'll use as the starting point for each performance target. you'll measure the difference between this number and your target, to report performance.*

The City will establish a base value during the 2023-2025 survey cycle and measure progress using 2025-2027 survey results.

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

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

The City will establish a base value using the results of the 2023-2025 survey.

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

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

The City will measure progress using the 2025-2027 survey results.

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

*a. List all your CTR-affected sites*

- Federal Way Public Schools
- World Vision
- St. Francis Hospital
- Virginia Mason Medical Center
- City of Federal Way
- Davita
- Financial Pacific

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

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

The City's target will be a weighted average DAR of 15.5 percent below, or less, of the jurisdiction's 2023-2025 survey cycle results for CTR-affected worksites at the jurisdictional level; which is a calculation provided and approved by the state CTR board.

11. List the base value The City use for each site.

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

The City will establish a base value when the 2023-2025 survey cycle results are released and measure progress using 2025-2027 survey results.



## SERVICES AND STRATEGIES

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

In addition to the capital improvement plan actions mentioned earlier the City is pursuing the following actions in its CTR program:

- Increase awareness about regional commute trip options.
- Deliver promotional materials and information on TDM initiatives and campaigns.
- Encourage subsidized bus passes, carpool space priority, bike racks, shower facilities, van pools, carpool information access, telecommuting, variable work hours.
- Develop best practice content based on the successes and efforts of local CTR sites.
- Administer the program to meet state and city planning and implementation objectives and requirements.
- Interagency Coordination and Advocacy

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

- Engage worksite ETCs with assistance, training, communications, resources, and information to operate successful programs.
- Track and notify employers of surveying and reporting requirements, gather and manage survey and program report data, and provide technical assistance for and administration of measurement/reporting activities and program review/modification as warranted.
- Developing best practice content with relatable case studies that focus on practical implementation practices will help ETCs understand how they can apply strategies at their worksites.
- Maintaining database and inventory records in accordance with WSDOT requirements helps administering the list of worksites.
- Tailored materials and training for ETCs provides them with assistance and information needed to successfully operate their CTR programs.
- Establishing a network to better respond to local context, issues and needs and provides a platform for information sharing among the ETCs.

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

a. Describe how you'll address these barriers.

*Non-motorized access incomplete:* Many of the CTR affected work sites have limited access for non-motorized modes due to gaps in the non-motorized infrastructure networks (sidewalks, trails, bikeways, safe crossings).

No dedicated funding source exists to fill in non-motorized infrastructure gaps between employees and transit stops. Typically, non-motorized infrastructure is built as development occurs, or within the street reconstruction or repaving schedules. Development patterns are generally sporadic, cyclical, which will leave sidewalk or bicycle facility gaps between desirable locations. Although the

City has matured since inception in the late 1980s, the budget for these gap network remains unidentified.

The city has made completion of non-motorized infrastructure networks a priority in its Capital Improvement Plan and requires all new development to help fill in the gaps. Still, this is a multi-year effort.

*High employee transportation coordinator turnover and lack of worksite support:* Designation of an employee transportation coordinator is the responsibility of the CTR-affected employer. Often these duties are tacked onto a wholly unrelated job with no internal support.

The city has taken on the role of supporting employee transportation coordinators through monthly check-ins and provision of technical assistance. In addition, the city's CTR Program Administrator hosts an annual forum for employee transportation coordinators to share their experiences and solutions.

*The perception of transit as an unsafe, inefficient, or inconvenient mode:* Long travel times and crime at transit facilities makes convincing commuters to use mass transit extremely difficult. Simply building the infrastructure is not enough. Transit must be competitive in travel times, comfort, convenience, and safety as the automobile. The perception that it is cheaper and safer to drive-alone is prevalent in Federal Way.

Federal Way ETC's will continue to promote all transportation modes, but carpooling and vanpooling are the clear and preferred options for most commuters, and it will be the targeted mode for the City's drive-alone trip reduction goals. When the Federal Way Light Rail Link Extension project and South Link Connection Plans (Metro bus route revisions) are complete in the coming 2-3 years, the City will have the data to reevaluate conditions to hopefully promote more feasible transit options to our drive-alone commuters.

*Inadequate funding for expansion:* The existing funding amounts and resources available to develop and implement additional CTR program elements like commute trip studies, vulnerable population outreach, and non-affected employer engagement is inadequate.

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

The Employee Transportation Coordinators in our jurisdiction use the RideshareOnline.com platform to form car and vanpools, to track their use, and to promote and incentivize non-drive alone modes. They also use the state's CTR tool to conduct CTR surveys and gather program reports and the promote the regional transit trip planning application. The City also regularly promotes Washington State Ridesharing Organization (WRSO) promotions like 'Switch Your Trips' to incentivize non-drive alone trips, and plans to join the WRSO as a member. In the Fall of 2024, the City hopes to restart a commute trip reduction incentive program which will monetarily incentivize City employees who log their trips.

16. Transcribe or link to your local CTR ordinance.

[Chapter 8.10 COMMUTE TRIP REDUCTION \(CTR\) PLAN \(codepublishing.com\)](#)

## FINANCIAL PLAN

### 17. Describe your financial plan.

a. Describe the estimated average annual costs of your plan.	
Activity	Estimated average annual cost
Employer engagement	\$15,000
Commute Trip Reduction 4-year plan	\$10,000
Performance reporting	\$10,000
Administration	\$12,500
<b>Total</b>	<b>\$47,500</b>

b. Describe likely funding sources, public and private, to implement your plan.	
Source of Revenue	Estimated average annual revenue
WSDOT	\$24,650
City Funding	<b>\$22,850</b>
<b>Total</b>	<b>\$47,500</b>

### 18. Describe your implementation structure.

<p>a. Describe who will conduct the activities listed in your plan.</p> <p>The City has staffed an employee to implement and administer the City's CTR plan.</p> <p>b. Indicate who will monitor progress on your plan. List job title, department, and name.</p> <p>A Transportation Planner staff is designated as the CTR Program Coordinator for the City. This position is in the Public Works department and monitors the overall CTR plan.</p>
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### 19. List your implementation schedule.

	1 <sup>st</sup> Biennium July 2025 – June 2027	2 <sup>nd</sup> Biennium July 2027 – June 2029
Actions	<p>Provide commute and other employee transportation coordinator services to city employees.</p> <p>Identify worksites and employee transportation coordinators.</p> <p>Train and provide technical assistance to employee transportation coordinators.</p>	<p>Provide commute and other employee transportation coordinator services to city employees.</p> <p>Identify worksites and employee transportation coordinators.</p> <p>Train and provide technical assistance to employee transportation coordinators.</p>

	1 <sup>st</sup> Biennium July 2025 – June 2027	2 <sup>nd</sup> Biennium July 2027 – June 2029
	<p>Review employer CTR plans.</p> <p>Assure conduct of worksite surveys and provision of program reports.</p> <p>Conduct financial and program management.</p> <p>Engage in comprehensive, regional transportation, and transit planning.</p> <p>Provide transportation demand management technical assistance to capital projects.</p> <p>Support parking management program.</p> <p>Support employer-based incentive programs.</p>	<p>Review employer CTR plans.</p> <p>Assure conduct of worksite surveys and provision of program reports.</p> <p>Conduct financial and program management.</p> <p>Engage in comprehensive, regional transportation, and transit planning.</p> <p>Provide transportation demand management technical assistance to capital projects.</p> <p>Undertake development activities for 2029-2033 four-year plan.</p>

20. Describe the CTR plan for jurisdiction employees.

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

Jon Howard, the CTR Program Coordinator in the Public Works Department, also serves as the employee transportation coordinator for the City in its role as a CTR-affected worksite.

Jon administers the program elements required of the employer including:

- Regular distribution of information to employees regarding alternatives to single-occupant vehicle commuting.
- A review of employee commuting and reporting of progress toward meeting the single-occupant vehicle reduction goals to the city consistent with the method established in the commute trip reduction plan and the rules established by the department of transportation under RCW 70A.15.4060.
- Implementation of the following measures designed to achieve the city’s commute trip reduction plan goals:
  - Publicize promotional challenged and campaigns.
  - Serve as commute advisor to employees.
  - Provide briefings to various employee groups on the program and its benefits.
  - Administer CTR surveys and report results to the city council and executive management.
  - Produce City of Federal Way program report.

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

The actions included in the city-as-employer plan indicate the city's commitment and are similar to those included in all the CTR-affected work site plans. Thus, they create a mutually reinforcing community focused on CTR. Employers know that the city is involved and committed to CTR along with them. The regular forums for employee transportation coordinators foster relationships through sharing experiences and best practices. They provide a place for mutual problem solving and support. This strengthens the program at all affected sites in the city.

King County Metro and Sound Transit's South Link Connection Plan will provide better coverage to equity priority areas, park and ride lots, and targeted ridership corridors. The plan will decrease travel times and create new local connections. The revised routes eliminate one-way loops, increase frequency, and makes the transit system easier to understand for riders.

#### ALIGNMENT WITH TRANSIT PLANS

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

- King County Metro
- Pierce Transit
- Sound Transit

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

- King County Metro Transit Plan 2021-2026
- Pierce Transit Development Plan 2024-2029
- Sound Transit Development Plan 2024-2029
- King County Metro South Link Connection Plan

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

*Employer engagement and promotion:* Increases use of transit through marketing, incentives, and promotion.

*Incentives:* Employers provide a payment for each employee using a non-drive alone mode for their commute trip, gives positive visibility to the CTR program and promotes transit use, if applicable. City Staff will perform outreach to help ETC's develop their own incentive programs.

*Marketing:* Online and paper formats of media distribution to make people more aware of transit options.

*Engagement in the planning process:* Helping people understand the interconnectedness of transportation, land use, pollution, congestion, traffic crashes, hidden costs of driving alone, health benefits, stress reduction, and a myriad of things that could help improve the environment and quality of life.

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

The City's 2024 Comprehensive Plan update was officially adopted in December 2024. The Comprehensive Plan includes a specific CTR element in the Transportation and Mobility Chapter, which informs this 4-Year CTR Plan.

## STAKEHOLDER ENGAGEMENT

26. Describe stakeholder engagement.

a. Who did you talk to?

The City of Federal Way's 2024 Comprehensive Plan update was informed by nearly three years of public engagement to all population groups in the City, including targeted outreach to vulnerable populations. There were several City-led events that included Virtual Townhalls, Workshops, and Open House events, held in different locations throughout the city, allowing a wider range of diverse participants to attend and engage. Virtual Townhall Meetings were conducted via Zoom, and Open House events were held at the Performing Arts & Entertainment Center in downtown Federal Way, City Hall, and the Federal Way Community Center.

City staff met also with the Federal Way School District ETC and King County Metro's Vanpool Coordinator in September 2024.

Organizational Stakeholders included but were not limited to:

- William J. Woods (PSH for Veteran's and Veteran's families)
- Multi Service Center Food Distribution Center
- Senior Housing Representatives
- West African Community Council
- Catholic Community Services

b. When did you talk to them?

- **Build the Bridge Meeting (1-3-23)**
- **SoCo Culture Panel (1-10-23)**
- **MLK Event (1-14-23)**
- **Curves Table Topping (1-26-23)**
- **Virtual Townhall (2-28-23)**
- **Update 2024 Townhall Community Center Meeting (3-9-23)**

- **Climate Workshop (4-27-23)**
- **Parks Appreciation Day (4-29-23)**
- **Bonsai Fest (4-13-23)**
- **Virtual Housing Meeting w Luvlee Donaldson (6-16-23)**
- **Make Music in Townsquare Park (6-24-23)**
- **Housing Focus Group (9-8-23)**

c. What did they have to say?

Some recurring themes that were noted from public participation and feedback relating to *Transportation & Mobility* were:

- More pedestrian friendly connection routes within the city center and frame (lanes, signage, defined crossing areas)
- More bike lanes that are consistently marked or buffered
- Bike racks w/locking stations (requirement for all businesses)
- More Senior friendly and differently abled pedestrian connections
- Access to reliable public transportation (bus and light rail)
- Increase police enforcement of traffic laws/regulations
- Reduce transportation insecurity
- Reduce traffic congestion

CTR-affected worksites revealed they are not typically located near transit stops, and their employees do not think using transit is a feasible option. The Federal Way School District mentioned that they'd like to see faster bus routes from Puyallup and other locations in Pierce County.

d. How did what they said influence the plan?

The feedback from the public directly influenced the transportation policies and initiatives of the Comprehensive Plan. The goals are focused on increasing investments in mixed land uses and transit-oriented development, heavier public transportation system investment, and increased pedestrian and bicycle infrastructure. These initiatives align with the CTR Plan's goals to shift drive-alone trips towards ridesharing, transit, and non-motorized transportation.

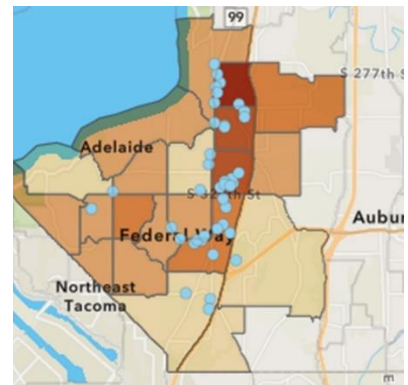
Meeting with CTR stakeholders gave City Staff new ideas for future implementation. City Staff plans to restart the quarterly transportation newsletter, and host a car/vanpool hub to help School District employees find City Hall rideshare partners. City Staff intends to coordinate with King County Metro on pop-up and tabling events to encourage the vanpool program. The ability to showcase trip options to our ETC's helps improve the delivery of CTR programs.

27. Describe vulnerable populations considered.

As part of the Comprehensive Plan update, meetings with Community Based Organizations (CBO) formed the basis of interaction with vulnerable populations. The map shown below depicts points of Public Outreach conducted by city staff and representatives throughout the City of Federal Way as overlaid with socioeconomic factors.

Spatial analysis was an essential tool used by city staff and representatives to:

- Intentionally redirect public outreach efforts into areas of the city that had not been previously targeted
- Critically assess barriers, challenges, and narratives to communities that have had little to no outreach efforts



28. Describe engagement focused on vulnerable populations.

City staff employed a *Mixed Method* approach to conducting public outreach to ensure a diverse range of public and private entities to provide input. City staff worked with community leaders and organizations in connection with historically excluded and underrepresented populations residing in Federal Way, visitors to the City, and organizations that serve King County as a whole.

In the Spring of 2024, City staff tried surveying Federal Way ETC's about their vulnerable employees, but survey responses were too low. At this phase, the City is still collecting data on how employers are using commute trip incentives for vulnerable employees, and will continue to plan and make recommendations to ETC's and partners on how to include all local stakeholders and individuals in the development and implementation of the CTR plan.

a. Who did you talk to?

Community Based Organizations (CBO) formed the basis of interaction with vulnerable populations. Direct feedback was obtained from vulnerable peoples on their transportation issues. These organizations include but are not limited to:

b. When did you talk to them?

- El Centro de La Raza (met with on 5-5-2023)
- Federal Way Black Collective (met on 3-21-2023, 4-11-2023, 6-19-2023)
- Khalsa Gurmat Center (5-9-2023)
- Bethel Baptist Church (serving a primarily Korean audience)
- Rock the Spectrum (an organization serving those on the Autism spectrum)
- Build the Bridge
- Pacific Islander Community Association WA
- Multi Service Center Food Distribution Center (7-10-2023)
- Senior Health and Resource Center (5-16-2023)

c. What did they have to say?

Participants envisioned Federal Way as a pedestrian safe, commuter friendly city, that can be navigated efficiently by several modes of transportation. Feedback from CBO's on transportation issues and goals in Federal Way were similar to the goals of the general public, with a few exceptions. CBO meeting participants were more concerned with pedestrian safety and connectivity, increasing transit service frequency, and transportation insecurity. Transportation insecurity occurs when people are unable to get to where they need to go to meet the needs of their daily life regularly, reliably, and safely.

The City's Human Services Commission launched a "Community Needs Assessment" Survey where 18% of survey takers stated that "transportation is a challenge they face when accessing public services." Two-thirds of the survey participants were senior citizens. This suggests that the current public transportation infrastructure is inadequate, despite a growing amount of mixed-use infill development within the City's transit-oriented neighborhood villages.



d. How did what they said influence the plan?

CBO's were uniquely more concerned with pedestrian safety and connectivity, more frequent transit service, and transportation insecurity. These concerns could reflect a number of issues in the community such as: the inflating costs of owning and operating a car, awareness of trip options and guaranteed ride home programs, and an aging population. The CTR Plan's goals align with these concerns by focusing on multi-modal improvements to the transportation system, and to shift drive-alone trips towards ridesharing, transit, and active transportation.

CTR efforts in the near-term will focus more on ridesharing to fill the non-drive alone performance gap. There are numerous ongoing trails and pedestrian-oriented projects planned for construction over the next 4 years that will also help fill network gaps. Federal Way's transit route network will see improvements in 2026, as well as the addition of a metroflex area between Federal way and Auburn.

As indicated in the CTR Program Equity Study (2024) done by Steer, "the current design of CTR is inadequate with respect to equity." Vulnerable populations work in industries that limit the ability to participate in non-drive alone options due to variable working hours, locations, and long commutes. Vulnerable population employers are mostly unwilling or unable to accommodate commute trip options or alternative work schedules beyond the bare minimum.

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

CTR-affected worksites revealed they are not typically located near transit stops, or that their employees do not think using transit is feasible. Many affected employees live in areas where taking transit schedules do not fit their work schedules, mostly due to long commute times. Vanpools and carpools groups have proven unreliable due to traffic incident delay, flexible work schedules, employee turnover, or other lifestyle changes (increase in salary, maternity/paternity leave, etc.). CTR-affected worksites have requested funds to offer subsidized vanpool services and guaranteed ride-home programs. ETC's also requested more frequent transit service to nearby stops during peak hours.

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

Community Based Organizations (CBO) informed City Staff on how to better engage Federal Way's vulnerable populations. CBOs can serve in specialized capacities for underrepresented communities, and can be anchoring services for some family units with differing needs. These engagements also served the purpose of allowing CBO's to ask City Staff how Comprehensive Plan updates would/could affect/effect how services are provided within the city, how to better serve community members present, and clarifying the city's role in providing these services.

Cindy Lopez with El Centro De La Raza in Federal Way said: "strengthening opportunities for mixed-use development, where programs, services and resources can support communities thrive and also have access to multiple modes of transportation is highly suggested."

For more information about the public engagement process can be found by visiting the 2024 Comprehensive Plan Visioning and Document Library at: <https://engagefw.com/update-2024.com>