

Unincorporated Kitsap County Commute Trip Reduction Four-Year Plan Update: 2025–2029

Benefits of CTR

1. Describe the local land use and transportation context and objectives.
 - a. Describe the setting in the jurisdiction as it is today or will be in the near future.

Kitsap County currently has about 277,673 residents and 60,012 jobs. Kitsap County consists of the following Urban Areas:

Incorporated Cities:

Bremerton, Port Orchard, Poulsbo and Bainbridge Island

Unincorporated Urban Growth Areas:

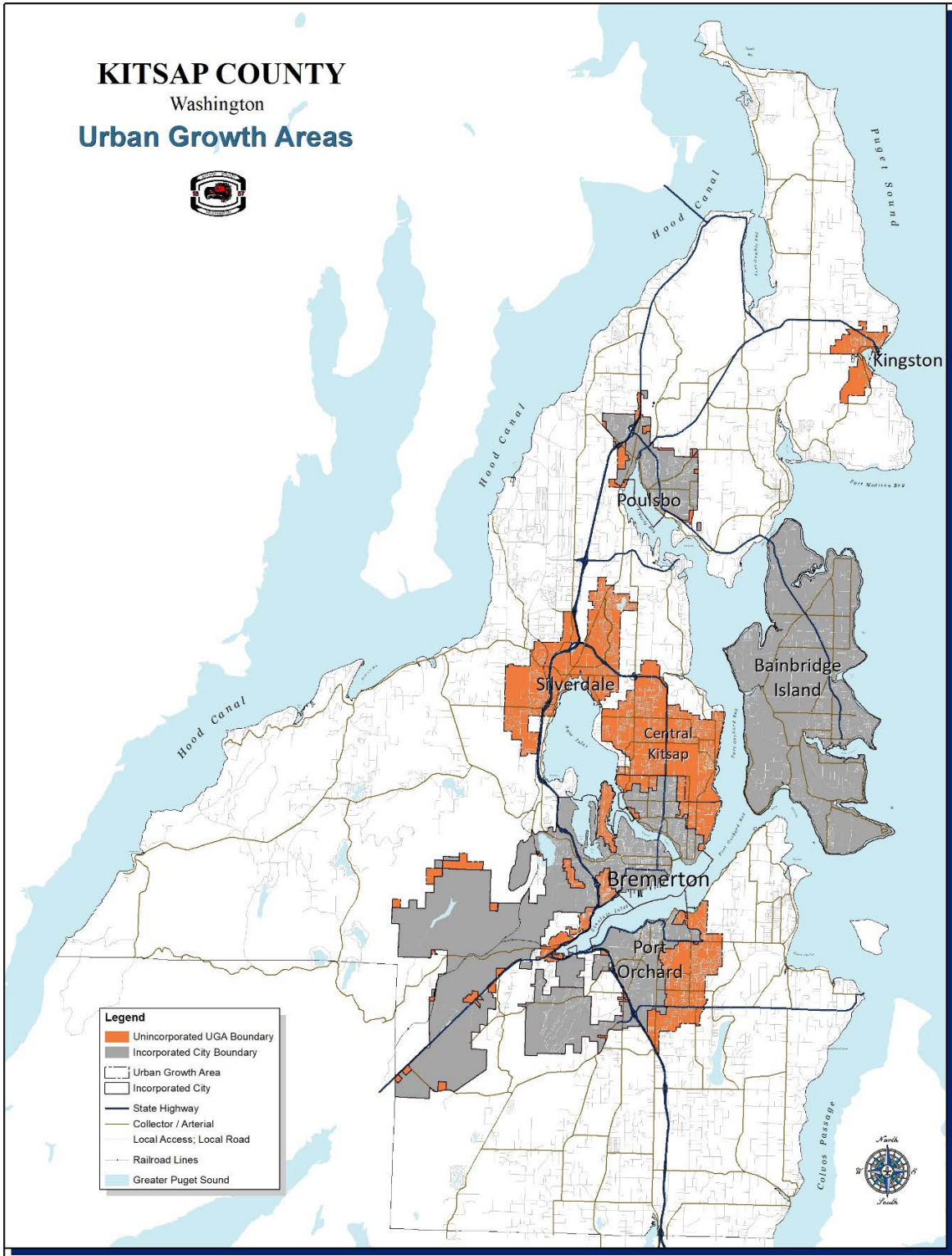
Kingston, Silverdale, Poulsbo, Central Kitsap, Bremerton East, Bremerton West, Gorst and Port Orchard.

The map on the following page shows the areas of unincorporated Kitsap County in orange.

KITSAP COUNTY

Washington

Urban Growth Areas



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

Kitsap County has a variety of land uses from remote rural areas to classic grid patterned cities. However, much of the population and employment is in areas with little or no pedestrian connections. Super blocks are prevalent in many areas as the scale of the transportation infrastructure is created for automobile use. This reduces the ability of traditional transit services such as buses to provide convenient connections to destinations. The CTR program can help to fill this gap by providing ride sharing options to those accessing employment.

Kitsap County is forecasted to grow by approximately 70,000 residents by 2044. The increased population will place greater strain on an aging roadway network. The County, Cities and Kitsap Transit are working to place growth along major transit corridors. Yet, much of the growth will be in areas which are difficult to serve with bus service. The CTR program allows KT to flex around land uses that do not support transit.

To address this growth, Kitsap Transit created its Long-Range Transit Plan. The Plan aligns services to the areas of projected growth. The CTR program is an important element in improving access to transit for residents in the County.

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

Commuting patterns have changed significantly over the last few years, in large part because of COVID, and more people are working remotely or doing hybrid work. It's still uncertain whether telecommuting will remain in the long term. While telecommuting is great for the environment, it does pose some challenges for CTR and other modes of commuting.

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

The five comprehensive plans within Kitsap County are each placing zoning that will allow for 70% of the population and employment growth within ½ mile of designated High-Capacity Transit Corridors (HCT). This adjustment will fuel the use of transit services including CTR aspects with reduced parking capacity. The reduced capacity will encourage non-SOV travel.

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

The aspects of the Puget Sound Regional Council's Vision 2050 Plan support increased use of CTR services. Concentrating growth along designed transit corridors provides a framework to design

communities which require less reliance on SOVs. The communities in Kitsap are implementing the goals through the comprehensive planning process. However, challenges remain.

Such challenges are the location of employment centers far from the workforce housing and far from transit services. This leads to requests for CTR services. The services can help but are limited due to the location of the workforce. Adjustments to CTR services such as ride sharing, and vanpools are helping employees access work sites. However, free parking limits the share of employees which will seek CTR services.

It's important that the changes in the comprehensive plans be kept allowing the expected growth to occur near transit and with reduced parking ratios. This will improve the efficiency of the transportation system. It will encourage expanded use of CTR services while providing benefits to employers.

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.*

The CTR Program at Kitsap Transit compliments the local Comprehensive Plans by providing alternatives to driving alone to employment locations. All of the local Plans specifically call for reductions in drive alone rates to work sites. Charging for parking and expanding other mode options in the county to make biking and walking more realistic options would also help achieve the county's CTR goals.

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

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

By encouraging less vehicle miles traveled per person there is a benefit to reducing GHG emissions. The program also supports lower parking ratios, and less land is needed for development. This reduces the urban heat island effect to an unknown degree.

- With **existing federal, state, and regional policies** will reduce Kitsap County's GHG emissions by 47% by 2050
- **Additional reductions** will be needed to achieve a 50% reduction by 2030, 70% reduction by 2040, and 80% reduction by 2050.

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

By addressing the main objectives in the regional and state transportation plans, the potential advantages are much greater by having a CTR Program in place. From improving transit service and frequency, reducing

greenhouse gas emissions, and promoting nonmotorized transportation, CTR benefits contribute to the goals of sustainability, mobility, and accessibility.

The CTR program also helps achieve regional and state objectives as past data shows that the non-drive-alone trip rate is higher at CTR worksites, which shows having a program in place is having a positive impact at employers in the county that support CTR. The CTR program helps achieve both regional and state objectives by having the same goals of sustainable, equitable, affordable, safe, and an efficient multimodal transportation system.

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

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

The CTR program will help achieve regional and state objectives as past data shows that the non-drive-alone trip rate is higher at CTR worksites, which shows having a program in place is having a positive impact at employers in the county that support CTR. The CTR program helps achieve both regional and state objectives by having the same goals of sustainable, equitable, affordable, safe, and an efficient multimodal transportation system.

Kitsap County Comprehensive Plan:

Objectives:

- Increased emphasis on public health, equity, safety, and climate change
- Improved planning for active transportation (bicycles and pedestrians), including policies to support the development of new methodologies to analyze the level of service for multiple modes of transportation, not just cars
- Increased policy emphasis on multi-modal transportation support for mixed-use transit-oriented development and increased densities in Regional and Countywide Centers
- Reduced parking requirements for developments near transit facilities in urban areas
- New policies to support the efforts to decarbonize the transportation system and reduce greenhouse gas emissions
- New policies to enhance the transportation system's resilience to a changing climate
- New policies to support an increase in electric vehicle infrastructure
- Plans for bringing substandard facilities or services to acceptable level of service standards

State CTR Draft Plan Objectives:

- Improve delivery of CTR programs
- Produce more useful transportation behavior data
- Respond to shifting mobility patterns
- Reduce greenhouse gas emissions

Summary of benefits that would be gained by meeting CTR targets:

- Delivery of CTR programs would be improved. The plan to improve nonmotorized transportation system would improve connections for all travel modes, which will allow the CTR actions to be easier to deliver and more productive.
- Providing improvements for pedestrians, bicyclists, and transit riders as well as roadway

improvements could help shift the mobility patterns. When people feel safer and see improvements, they are more likely to make the change.

b. List adjacent CTR-affected cities and counties.

- Bremerton
- Port Orchard
- Bainbridge Island
- Pierce Co.
- Jefferson Co.
- Mason Co.

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

There are several issues that the current Regional Transportation Plan highlights.

- Hood Canal Bridge – this is a cross-border choke point between Kitsap County and Jefferson County
- SR 16 at Gorst – a major choke point impeding north-south travel patterns.
- SR 305 Bainbridge Island to Poulsbo – several areas along the corridor that are experiencing traffic congestion and active transportation barriers.
- Distance between housing location and employment location force commuting travel times to increase.
- WSF Ferry service disruptions
- US Navy employee/service member commute patterns which increase pressure on off-base housing – forcing commute patterns over long distances.

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.

- Bainbridge Island – Work with the City’s ETC to expand use of CTR to address congestion along SR 305, WSF Ferry service disruptions.
- Bremerton – Work with the City’s ETC to expand use of CTR to address SR 16 at Gorst – another major choke point impeding north-south travel patterns, WSF Ferry service disruptions.
- Port Orchard – Work with the City’s ETC to expand use of CTR to address, US Navy employee/service member commute patterns which increase pressure on off-base housing forcing commute patterns over long distances and SR 16 at Gorst – another major choke point impeding north-south travel patterns.
- Kitsap County – Work with the City’s ETC to expand use of CTR to address WSF Ferry service disruptions, US Navy employee/service member commute patterns which increase pressure on

off-base housing – forcing commute patterns over long distances, SR 16 at Gorst another major choke point impeding north-south travel patterns.

Performance targets

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

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

Option 1. Weighted average drive-alone rate (DAR) of 60% or less for CTR-affected worksites at the jurisdictional level.

- b. *List any additional performance targets.*

No additional performance targets other than the recommended Option 1.

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

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

I have established a base value using the 2023-2025 survey cycle and will measure progress using 2025-2027 survey results. I'm using the average drive alone rate, weighted by the total employees at each worksite.

As of August 2024, CTR Survey Results Kitsap County Baseline:

Weighted DAR of 74.2%

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

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

The source is the CTR Survey. Alex helped provide the weighted DAR. The way to account for this mathematically is calculating a weighted average based on the number of employees.

1. Multiply the total employees by the drive alone rate for each worksite
2. Add those numbers together
3. Divide by the total number of employees for all worksites

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

- a. *List the method you'll use to measure progress for each target.*
CTR Survey every two years

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

- a. *List all your CTR-affected sites.*

1. Kaiser Permanente – Silverdale Medical Center
2. Kitsap County – Public Works Annex
3. Lockheed Martin – NBK Bangor

4. St. Michael Medical Center – Silverdale
5. US Navy – NAVFAC Northwest
6. US Navy – Naval Undersea Warfare Center
7. US Navy – Strategic Weapons Facility Pacific
8. US Navy - Trident Refit Facility, Bangor
9. US Navy - Trident Training Facility
10. US Navy - Office of Civilian Human Resources Silverdale Operations
11. Washington State Department of Veterans Affairs

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.*
We will use the jurisdictional target of 60% for all the worksites.

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

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

Services and strategies

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

Many employers throughout Kitsap County have several strategies to reduce SOV trips and commute trips overall. These strategies include subsidizing Smart Commute options to encourage non-drive-alone commutes and offering telecommuting to reduce vehicle trips.

Marketing and Incentives: Outreach Events including promotional materials and incentives. Schedules and printed materials for all services.

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

- Host outreach events to help employees with commute options.
- Providing subsidies or transportation incentives.
- Limit the free parking.

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

- a. *Describe how you'll address these barriers.*

Distance between housing location and employment location force commuting travel times to increase. The CTR program allows for people in less dense areas to access transit and jobs through our Vanpool and Rideshare programs. The Scoot program allows transit users to use a free car sharing program to use for errands and appointments.

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

Kitsap Transit, who implements the program on behalf of Kitsap County, utilizes statewide CTR

technology such as Rideshareonline.com, and the CTR Survey Tool to administer the CTR Survey and Program Report.

16. Transcribe or link to your local CTR ordinance.

[Kitsap County](#)

17. Describe your financial plan.

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

Kitsap County has an agreement with Kitsap Transit to implement the CTR program.

Below are the estimated amounts for each activity using CTR grant funds.

**these are estimates and may fluctuate across the jurisdictions depending on involvement. My CTR funds do involve resource sharing.*

Activity	Estimated average annual cost
Employer Engagement*	10,000
Commute Trip Reduction 4-Year Plan	4,150
Performance Reporting**	7,000
Administration***	10,000
Total	\$31,150

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

** Includes worksite surveys and program reports.

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

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

Source of Revenue	Estimated average annual revenue
Kitsap Transit	\$41,943
WSDOT	\$31,150
Total	\$73,093

Funding for CTR in unincorporated Kitsap County comes primarily from the WSDOT CTR grant funding along with local funds from Kitsap Transit.

The breakdown from the **WSDOT** funds is estimated as follows:

\$199,600 every two years for all of Kitsap County jurisdictions.

\$62,300 is allocated to Unincorporated Kitsap County from WSDOT funds every 2 years.

Kitsap Transit's breakdown of funds is estimated as follows:

\$106,782 is the estimated yearly budget from Kitsap Transit. (Funds are from the CTR budget, SCOOT Car budget, and a portion of the Rideshare budget combined)

\$106,782 per year divided by all worksites (\$3813 each) then per worksite in each

jurisdiction.

\$41,943 is unincorporated Kitsap County's yearly total from that based on having 11 worksites in their jurisdiction.

Note from county planner: The County (as an employer) dedicates resources to the CTR program through an Employee Transportation Coordinator (ECT), but not toward the implementation of the Plan.

18. Describe your implementation structure.

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

Kitsap County has an agreement with Kitsap Transit to implement the CTR program. The CTR Administrator, along with other ETCs from worksites within the county, will conduct the activities in the plan.

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

Kitsap County has an agreement with Kitsap Transit to implement the CTR program. This would be a combined effort with jurisdictional ETC's and the Commute Trip Reduction Administrator at Kitsap Transit, Lindsay Kuiphoff. This position is in the Service & Capital Development department.

19. List your implementation schedule.

- a. *Provide the timeline for anticipated projects.*

Aside from the CTR Surveys & Program Reports and WSRO Conferences, I don't have any solid dates or specific projects planned. Most of my CTR activities are planned as they come up, especially with outreach events, other than Employer Benefit Fairs, but again we schedule them as they come up.

- Fall 2025 – CTR Program Reports
- October 2025 – Washington State Ridesharing Organization (WSRO) Conference
- Spring 2026 – CTR Surveys
- October 2026 – WSRO Conference
- Spring 2027 – CTR Program Reports
- October 2027 – WSRO Conference
- Spring 2028 – CTR Surveys
- October 2028 – WSRO Conference
- Spring 2029 – CTR Program Reports
- Will schedule outreach events, ETC trainings, meetings throughout each year and as needed.

20. Describe the CTR plan for jurisdiction employees.

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

The Employee Transportation Coordinators at each worksite within the jurisdiction are the ones who implement the CTR programs at their respective worksites with help from the CTR Administrator at Kitsap Transit.

- Amy Schofield, Kaiser Permanente
- Lee Reyes, Kitsap County – Public Works Annex

- Joe Boosinger, Lockheed Martin
- Jason Halsey, St. Michael Medical Center
- Lana Nave, US Navy – NAVFAC Northwest
- Chris Hankins, US Navy – Naval Undersea Warfare Center
- Naomi Johnson, US Navy – Strategic Weapons Facility Pacific
- Alicia Nichols, US Navy - Trident Refit Facility, Bangor
- Xena Donato, US Navy - Trident Training Facility
- Austin Hansen, US Navy - Office of Civilian Human Resources Silverdale Operations
- Jerri Snachez, Washington State Department of Veterans Affairs

They administer the program elements required of the employer including:

- Displaying their contact information in an accessible area at each affected worksite.
- Attend basic training and any ETC networking meetings offered.
- Develop a mix of elements that encourage employees to use commute options
- Promote the Guaranteed Ride Home program
- Submit a Program Report every two years
- Survey every two years
- Implementation of the following measures designed to achieve the county’s commute trip reduction goals:
 - Distribute promotional challenges and campaigns.
 - Help employees with commute options as needed.
 - Provide information to employees on the program and its benefits.
 - Administer CTR surveys and report on the results
 - Produce their worksite’s CTR program reports.

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

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

By providing jurisdiction employees the opportunities to; telework, opportunities to have compressed and flexible schedule, surveying employees, distributing CTR information, having many worksites located near transit stops, limiting free parking, informing on the guaranteed ride home program, and encouraging participation in regional events, helps encourage employees not to drive alone and choose other options to commute to and from work, helps contribute to the success of the overall plan.

Alignment with plans

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

- Clallam Transit
- Jefferson Transit
- Kitsap Transit
- Mason Transit
- Washington State Ferries

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

- The PSRC Regional Transportation Plan
- Vision 2050
- The PRTPO RTP
- Kitsap Transit's Transit Development Plan
- Kitsap Transit's Long-Range Transit Plan
- The Comprehensive Plans within Kitsap County

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

This Plan compliments the Kitsap Transit LRTP by continuing the CTR program to address access to employment. The LRTP is designed around the local comprehensive plans and Vision 2050. These Plans explain where the growth of population and employment will occur in the next 20-years. Our CTR program includes our Worker / Driver bus routes which serve as an employee shuttle to the Puget Sound Naval Shipyard and Bangor Submarine Base. These bus routes (35 total) carry over 1,500 riders per day into the workplace removing SOV trips from the roads. Our other programs accomplish similar results by reducing the need for SOV travel. This can also reduce GHG emissions. The Vision 2050 Plan calls for reduced SOV trips and GHG emissions.

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

The County's Comprehensive Plan was updated and adopted on December 2, 2024. The updated Plan focuses planned population and employment growth (2044) into existing urban areas, increasing housing densities near frequent transit service areas, high-capacity transit ferry terminals, and regional and countywide growth centers. The goal of focusing on more compact growth is to reduce VMT and GHG emissions by providing greater opportunities for people to live closer to where they work, play and shop. There will be a 5-year check-in on the Plan in 2029, to see if the updated policies and related code changes are having the desired effect, and if they are not, make necessary adjustments to achieve the goals.

Engagement

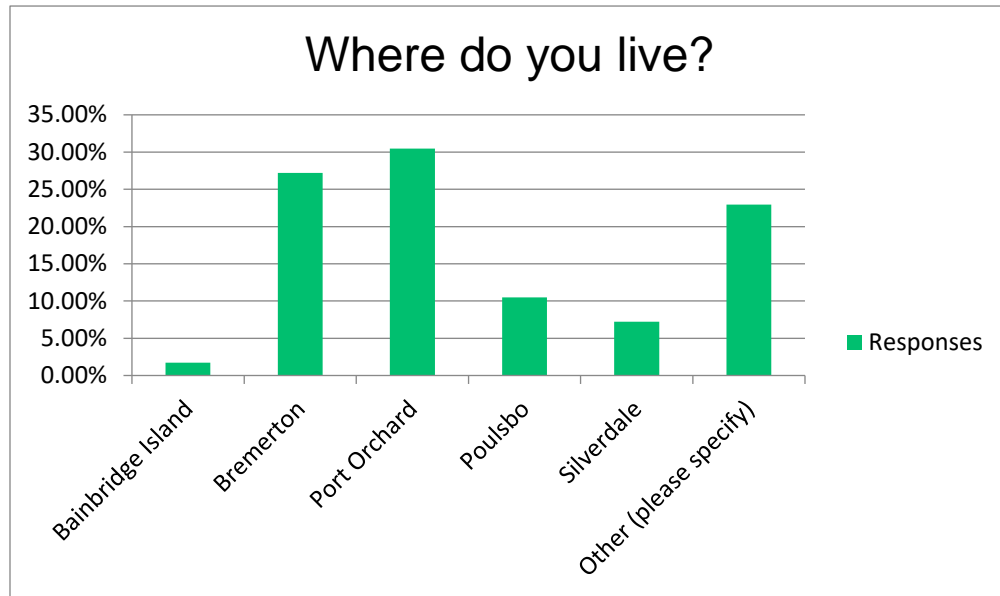
26. Describe stakeholder engagement.

a. *Who did you talk to?*

Kitsap Transit conducted a CTR scoping survey put out by the Marketing department. The survey was open for 3 weeks and was distributed on the following platforms to reach as many residents throughout the county as possible:

- Kitsap Transit's website
- Sent to ETC's to share with their employees
- Rider Alert subscribers
- Posted on social media.

We received 706 responses. Here is a chart showing where the respondents reside:



Jurisdictional contact for plans: Lindsay Kuiphoff, Kitsap Transit

b. When did you talk to them?

March 2024 via ETC and employer outreach, and again in August 2024 with the CTR Scoping Survey.

c. What did they have to say?

- i. The top 3 most important community issues for people are: Traffic congestion 65.86%, Travel options besides cars 52.69%, and Equity (adequate, safe access to commute options for all) 35.55%.
- ii. The top 3 activities or investments people think local jurisdictions should focus on through their CTR programs are: Support telework and hybrid work options 48.44%, Build more safe infrastructure for walking and biking 45.61%, Review and update parking strategies and programs 39.24%

d. How did what they said influence the plan?

The feedback from stakeholders is in alignment with the Kitsap County's transportation plans.

27. Describe vulnerable populations considered.

All populations were considered with surveying outreach. Each city and the county sent out notice of the survey, as well as at outreach events. If we need to do more targeted engagement beyond this, we can.

28. Describe engagement focused on vulnerable populations.

a. Who did you talk to?

- Limited English Proficiency (LEP) groups were notified of the scoping survey

- Veteran community was notified of the scoping survey
- Low-Income and racial/ethnic groups
 - * The way we did outreach didn't allow for specific numbers for each. Had I made provisions to separate out the groups within the survey questions, I would know the breakdown of respondents from each group. Lesson learned for next time.

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

- a. Reached out to all ETCs within the jurisdiction to have them give any suggestions to make CTR more effective. I didn't receive much feedback on this other than noted in the other city specific jurisdictions' plans.

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

- a. Lots of responses for safer biking/walking infrastructure needed.

Policy language exists in the transportation element to implement context-sensitive bicycle facilities through private development and capital projects.

- b. Increase frequency/geographic coverage of public transportation. Offer later service.
- c. Lack of knowledge of Guaranteed Ride Home and ride matching help.