

Sponsored by: Councilmember Jani Hitchen
Requested by: County Executive/Planning and Public Works Dept.

ORDINANCE NO. O2025-512

An Ordinance of the Pierce County Council Adopting the "Pierce County Commute Trip Reduction Four-Year Plan, 2025-2029; Amending Chapter 10.50 of the Pierce County Code, "Pierce County Commute Trip Reduction Plan"; and Setting an Effective Date.

Whereas, the Washington Clean Air Act requires Pierce County to adopt a Commute Trip Reduction (CTR) Plan pursuant to Sections 70A.15.4000 through 70A.15.4080 of the Revised Code of Washington (RCW); and

Whereas, RCW 70A.15.4020 provides that counties, cities, or towns adopting a CTR Plan shall review it annually and revise it as necessary to be consistent with applicable plans developed under the Growth Management Act in RCW 36.70A.070; and

Whereas, RCW 70A.15.4020 also provides that counties, cities, and towns must coordinate CTR plans with regional and local transportation plans, neighboring jurisdictions, and transit agencies, ensuring consistency and equitable treatment of employers across jurisdictions; and

Whereas, the Pierce County Council adopted the previous Pierce County CTR Plan in 2008; and

Whereas, the development of the draft Pierce County CTR Four-Year Plan: 2025-2029, was a cooperative effort between Pierce County, Pierce Transit and the CTR-affected cities of DuPont, Fife, Gig Harbor, Lakewood, Puyallup, Sumner, Tacoma and University Place; and

Whereas, CTR-affected employers and community members contributed to the development of Pierce County's draft CTR Four-Year Plan: 2025-2029, through community interviews, community events, public surveys and an open house; and

Whereas, in these engagements, CTR-affected employers and community members discussed and provided feedback on the benefits of employer based CTR programs, identified barriers to decreasing drive alone commute trips and identified possible solutions needed to shift mode split at employer workshops; and



1 **Whereas**, the Puget Sound Regional Council reviewed and approved Pierce
2 County's draft CTR Four-Year Plan: 2025-2029, for regional consistencies on October
3 24, 2024; and
4

5 **Whereas**, the Washington State Commute Trip Reduction Technical Committee
6 unanimously approved Pierce County's draft CTR Four-Year Plan: 2025-2029, on
7 January 8, 2025; and
8

9 **Whereas**, the Pierce County Council finds that it is in the public interest to adopt
10 the proposed Pierce County CTR Four-Year Plan: 2025-2029, as shown in Exhibit A,
11 which is attached hereto and incorporated herein by reference; and
12

13 **Whereas**, Section 10.50.030 of the Pierce County Code (PCC), "Pierce County
14 Commute Trip Reduction Plan," must be amended to reference the adoption of the
15 proposed Pierce County Four-Year Commute Trip Reduction Plan: 2025-2029; and
16

17 **Whereas**, there is also need to amend Chapter 10.50 PCC, "Pierce County
18 Commute Trip Reduction," to update administrative practices, clarify definitions and
19 references to teleworking/telecommuting, update the Emergency Ride Home program
20 employer requirement and Leadership Certificate recognition, and update RCW
21 references to reflect the recodification of RCW 70.94.521 through RCW 70A.94.551 as
22 sections in Chapter 70A.15 RCW; **Now Therefore**,
23

24 **BE IT ORDAINED by the Council of Pierce County:**
25

26 Section 1. The Pierce County Council hereby adopts the "Pierce County
27 Commute Trip Reduction Plan Four-Year Plan, 2025-2029," as shown in Exhibit A,
28 which is attached hereto and incorporated herein by reference.
29

30 Section 2. Chapter 10.50 of the Pierce County Code, "Pierce County Commute
31 Trip Reduction," is hereby amended as shown in Exhibit B, which is attached hereto and
32 incorporated herein by reference.
33
34



Section 3. The effective date of this Ordinance shall be July 1, 2025.

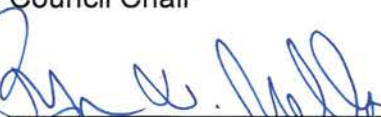
PASSED this 3rd day of June, 2025.

ATTEST:

PIERCE COUNTY COUNCIL
Pierce County, Washington


Stephanie Call
Clerk to the Council


Jani Hitchen
Council Chair


Ryan N. Mello
Pierce County Executive
Approved X Vetoed _____, this
9th day of June,
2025.

Date of Publication of
Notice of Public Hearing: May 16, 2025

Effective Date of Ordinance: July 1, 2025





Pierce County Commute Trip Reduction Plan Four-Year Plan: 2025–2029

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Please note that this plan follows a prescribed template and format provided by the Washington State Department of Transportation.

Abbreviations

Census	U.S. Census Bureau
Comprehensive Plan	Pierce County 2024 Comprehensive Plan
County	Pierce County
CTR	commute trip reduction
DSHS	Washington State Department of Social and Health Services
ETC	Employee Transportation Coordinator
GHG	greenhouse gas
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
Sustainability 2030 Plan	<i>Sustainability 2030: Pierce County's Greenhouse Gas Reduction Plan</i>
WTP	Washington State Transportation Plan

Upholding Tribal Treaty Rights

It is our intent to start this plan in a good way, a right way. We recognize that the land now identified as Pierce County has for thousands of years been the traditional territory and home for the Puyallup Tribe, the Nisqually Tribe, the Squaxin Island Tribe, and the Muckleshoot Tribe. Today, this land is still home to these four federally-recognized tribes. These Tribal governments are sovereign Nations, and their sovereignty is an inherent right that has existed since time immemorial, recognized with a government-to-government relationship by the United States. We respectfully recognize the Puyallup, Nisqually, Squaxin Island, and Muckleshoot people as past, present and future guardians of this land both culturally and legally, as evidenced by their respective treaties, which is the supreme law of the land.

These four federally-recognized Tribes in Pierce County prioritize the sustainability of their people and the ecology around them. Today Tribal governments have their own sustainability programs and initiatives with goals and standards that often exceed County, State, and National guidelines. We will work to ensure our sustainable transportation efforts compliment and support the sustainability work of the Tribes around us.

In the past, treaties were broken, and tribes were systematically excluded from government decision-making and made to feel invisible. In this plan we commit to working alongside Tribal Nations as co-managers of the land, plants, and animals and actively acknowledging and protecting their treaty rights. We commit to always saving a seat at the table for Tribal representation and being willing to receive feedback regarding our sustainable transportation work. While this will not heal the injustices of the past, we hope a collaborative and inclusive working relationship will serve as an example of how County departments can productively engage with and involve Tribal Nations.



Introduction

Commute Trip Reduction Plan Overview

In 1991, the Washington State Legislature passed the Commute Trip Reduction (CTR) Law¹ to improve air quality, reduce traffic congestion, and cut down on fossil fuel use by lowering the number of people driving alone to work. The law requires large employers to create programs that encourage employees to use other ways to get to work, like carpooling, public transportation, biking, walking, or working from home.

In 2006, the legislature added to the CTR Law with the Commute Trip Reduction Efficiency Act. This act created new rules for local governments in areas with the most traffic and pollution, requiring them to make plans to cut down on solo car trips and the miles that people drive to work.

As part of this law, Pierce County (the County) must create a CTR plan for urban areas within the unincorporated areas of the county. This plan sets goals, strategies, and targets to reduce employee solo driving at large employer worksites with 100 or more weekday employees who begin work between 6 a.m. and 9 a.m.

This Pierce County Commute Trip Reduction Plan is a detailed guide for the next four years on how the County will work with businesses, residents, and transit agencies like Pierce Transit and Sound Transit to achieve these goals. The plan also aligns with Pierce County's long-term vision and its 2024 Comprehensive Plan.² Key partners have contributed to making sure the strategies are fair and effective for everyone involved.



¹ The CTR Law is codified in the Washington Administrative Code 468-63-1010, available at the Washington State Legislature's page: <https://app.leg.wa.gov/wac/default.aspx?cite=468-63-010>.

² Pierce County is currently undergoing periodic review of its Comprehensive Plan. To learn more and view the draft 2024 Comprehensive Plan, visit the Comprehensive Plan webpage: <https://www.piercecountywa.gov/950/Comprehensive-Plan>.



Benefits of Commute Trip Reduction

The CTR Law was designed to improve air quality, reduce traffic congestion, and expand access to sustainable transportation options. These core goals offer widespread benefits that help improve quality of life for residents of Pierce County, as well as neighboring communities. The program can also be used to address a variety of transportation and environmental issues specific to Pierce County, the surrounding region, and the entire state.

A summary of the core goals follows:

- **Reducing Transportation and Fuel Costs**

- Washington residents spend approximately \$2 billion on vehicle fueling and transportation. This contributes to high transportation-related costs per household and regional congestion and greenhouse gas (GHG) emissions.³ The CTR Program aims to help the County reduce costs associated with motor vehicle fuel and emissions.

- **Promote Partnerships**

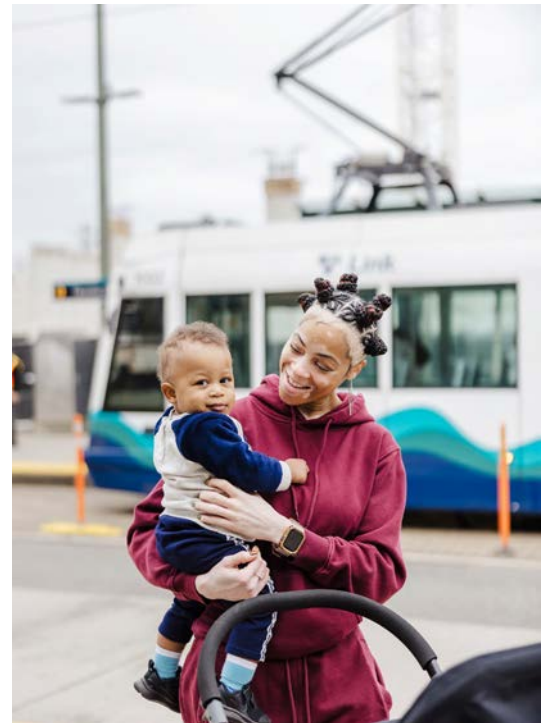
- The CTR Program encourages partnerships between businesses, individuals, and government as they work together to solve transportation challenges.

- **Reduce Greenhouse Gas Emissions**

- [Sustainability 2030: Pierce County's Greenhouse Gas Reduction Plan](#) (Sustainability 2030 Plan) calls for a reduction in emissions below 45 percent of 2015 levels by 2030. The CTR Program aims to help the County meet this goal.
- In 2020, the Washington Legislature established new targets for GHG emissions to address climate change. These new targets require the state to achieve the following reductions:
 - 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.

- **Improve Public Health and Address Environmental Concerns**

- The CTR Program helps address environmental and public health concerns such as air pollution, loss of natural areas to development and roads, and other environmental impacts caused by congestion, expanding and building new roadways, and additional vehicle parking.



³ 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

This section outlines the existing and planned land use and transportation infrastructure that impacts Pierce County's ability to successfully reduce drive-alone commute trips.

a. Setting in Pierce County as It Is Today or Will Be in the Near Future

Pierce County is located in the Southern Puget Sound Region and is made up of 23 cities and towns, consisting of urban, suburban, and rural areas and small towns. At 927,380 people, it is the second-most populous county in Washington. About 47 percent of residents live in unincorporated Pierce County, according to 2020 Census data referenced in the 2024 Comprehensive Plan.⁴ Many Pierce County residents travel to King County for work, but Pierce County is increasingly providing jobs for the residents of Thurston and King counties. Factors like major industries in the area and more affordable housing than King County contribute to a high number of daily commuters. Currently, about 70 percent of Pierce County residents drive alone to work, down from about 75 percent, according to 2010 Census data.⁵ This drop is largely due to more people working from home during the COVID-19 pandemic.

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

Over the next 20 years, Pierce County's population and transportation demands are expected to grow significantly. Currently, the County's urban travel needs are served by a well-developed network of freeways, arterial roads, bike lanes, public transit, commuter rail, and light rail. To meet future demand, improvements to this system will be crucial. These may include infrastructure upgrades, expanding alternative rideshare options like on-demand bus services, vanpools, carpools, and enhancing access to park-and-ride facilities, as well as promoting active transportation systems.

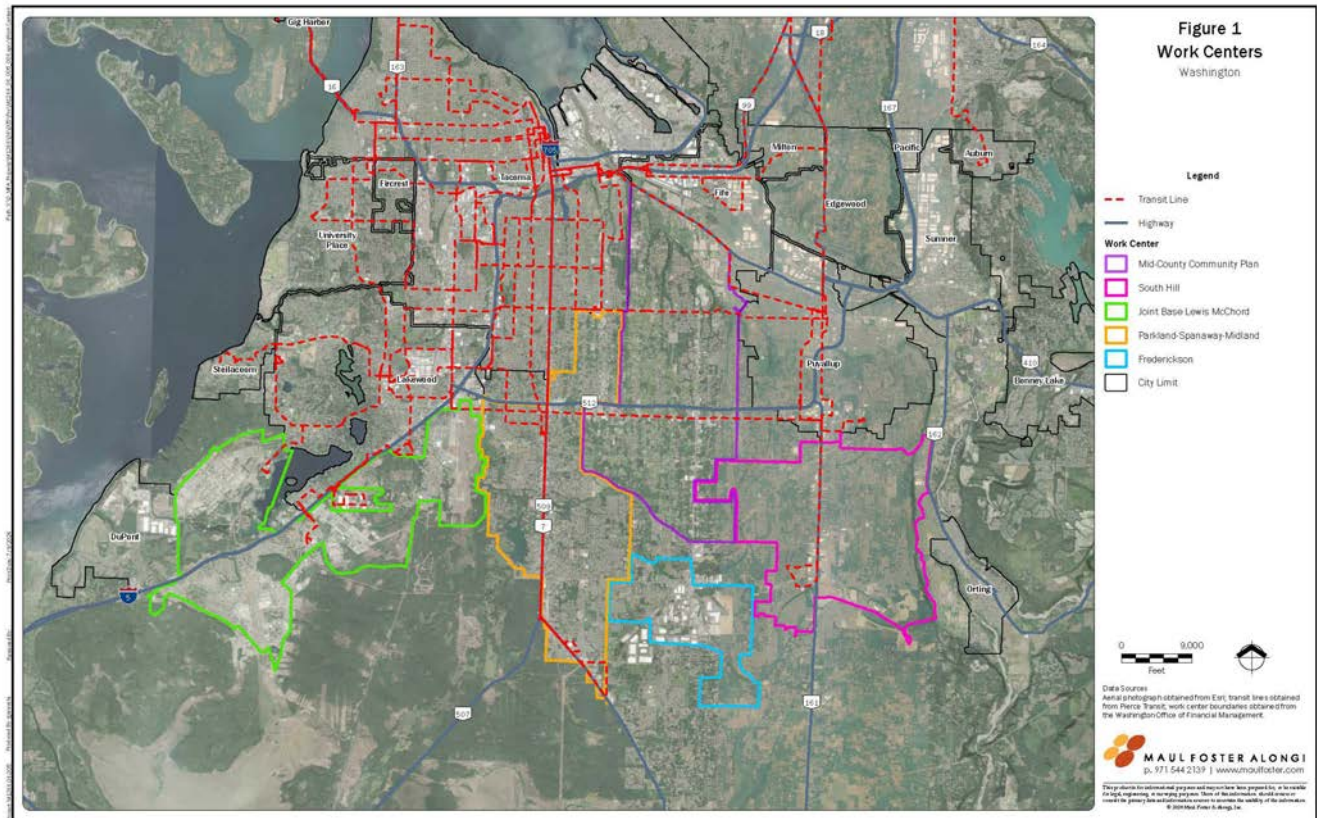
Land Use Features that Affect Commuters

Pierce County features a diverse mix of land use features, ranging from major industrial centers to rural and suburban areas. The primary land uses are designated forest lands, rural areas, moderate-density single-family residential areas, and employment-based communities. A significant portion of the county is occupied by Joint Base Lewis-McChord (JBLM), which includes both urban and rural military lands. JBLM is a major employer, providing jobs for residents of Pierce County as well as neighboring King and Thurston counties. Other key employment centers are located throughout the county, mostly concentrated in the central and northern portions. These include the Frederickson Manufacturing and Industrial Center (MIC), the Parkland-Spanaway-Midland area, Mid County, and South Hill (see figure below).



⁴ Pierce County 2024 Comprehensive Plan p.3

⁵ Ibid p. 37

Figure—Work Center Locations in Pierce County

Joint Base Lewis-McChord

Joint Base Lewis-McChord (JBLM) provides jobs for nearly 40,000 military personnel and 15,000 civilians⁶ and is one of the largest employers in Washington state. These jobs and related services create more than 100,000 trips on and off the base per day. In addition to military personnel and civilians, JBLM also houses 60,000 family members, which contributes to these daily trips.⁷ Growth in military personnel, along with the overall population growth in Pierce County, has been a significant factor in the area's current congestion issues.

Frederickson Manufacturing and Industry Center (MIC)

The Frederickson area is in central Pierce County, about three miles south of State Route (SR) 512, midway between Pacific Avenue and Meridian Avenue East. The Frederickson MIC is a major part of the area; with more than 3,000 employees, it is the largest designated industrial area in unincorporated Pierce County. Employers affected by CTR planning in this area include The Boeing Company and Toray Composites of America. When it comes to assessing transit access across Pierce County, this MIC is an especially noteworthy employment center. At the Frederickson Manufacturing and Industrial Center (MIC), 90 percent of commute trips are made by single-occupancy vehicles (SOVs), compared to the average of 78 percent across all manufacturing and industrial centers in Pierce County. Cycling and walking account for only 1 percent of trips, likely due to factors such as high-speed roads, heavy traffic, significant truck activity, and the lack of designated bike lanes. Additionally, very few employee homes are within walking distance of the MIC. Employee access to public transit in Frederickson is

⁶ "About" About: Joint Base Lewis-McChord. Accessed June 6, 2024. <https://home.army.mil/lewis-mcchord/about#:~:text=The%20population%20of%20the%20joint,15%2C000%20civilian%20and%20contract%20employees.>

⁷ Pierce County Comprehensive Plan p. 88

nonexistent, with no workers located within a half mile of a transit stop. As a result, Frederickson has one of the highest demands for vanpools and would likely benefit from adding programs to support this.⁸

Parkland-Spanaway-Midland

The Parkland-Spanaway-Midland area is in west-central Pierce County and includes three interconnected districts. The area is bounded on the north by the City of Tacoma, on the west by the City of Lakewood and JBLM, and on the east by the Mid County and Frederickson areas. Most of the land use within the Parkland-Spanaway-Midland area is moderate-density and single-family residential. The key employment center in this area is located around SR 512 and South A Street, SR 512 and South Steele Street, along Portland Avenue East between 93rd Street East and 112th Street East, and on SR 7 south of SR 507. Pacific Lutheran University is the major employer and commute destination in the Parkland-Spanaway-Midland area. With additional growth anticipated between 2024 and 2030, CTR initiatives will need to address increasing demand for non-drive alone travel options.

Mid County

Mid County is in central Pierce County on the fringe of the urban growth area. It is bordered by the City of Tacoma, Midland and Parkland to the west, the City of Puyallup and community of South Hill to the east, the City of Fife to the north, and Frederickson to the south. Most of this area is rural, and land uses include agriculture, low-density housing and open space. Employers in this area are mainly located along 112th Street East, with some employers also on Canyon Road East. There are no CTR-affected employers in Mid County.

South Hill

South Hill is in central Pierce County, directly south of the City of Puyallup and west of the City of Orting. The western boundary follows 70th Avenue, and the southern boundary is largely bordered by 176th Street East. The community is bisected by SR 161. South Hill has grown significantly in the past 30 years, resulting in an increase of population and housing, though much land remains vacant. The main employment center in South Hill is located at and around Thun Field, a general-aviation airport owned and operated by Pierce County. There are no CTR-affected employers in South Hill.

Demographic Impacts

Residents in Pierce County experience the impacts of land use differently based on race and income. These differences in land use features often add to mobility barriers. BIPOC communities and low-income populations face additional barriers when it comes to commuting and transportation needs. In Pierce County, lower-income populations tend to have longer commute times compared to their higher-income counterparts. This disparity is often due to housing affordability, which forces many to live farther from their workplaces and depend on multiple modes of transportation.⁹

In unincorporated Pierce County, around 25 percent of residents fall into the low-income category.¹¹ Of this group, around 60% are from minority populations, which is significantly higher than the 43% minority share of the total unincorporated population.¹² Furthermore, BIPOC communities in the county are more likely to lack access to a vehicle, compounding transportation challenges.

⁸ "Regional Centers Monitoring Report Center Profiles: Frederickson MIC," Regional Centers Monitoring Report Center Profiles, 2013, <https://www.psrc.org/media/3357>.

⁹ Ibid p. 43

¹¹ Pierce County Comprehensive Plan, Transportation Element, p. 36

¹² Ibid p. 40

Transportation Facilities and Services that Affect Commuters

The transportation system in Pierce County is extensive and largely built out, with the County maintaining nearly 1,600 miles of roadways.¹³ The roadway system is robust, with urban roadways accounting for two-thirds of the roadway miles traveled and rural roadways accounting for the remaining third. The County is served by three transit agencies: Pierce Transit, Intercity Transit, and Sound Transit. These agencies operate a variety of public transportation services, including vanpools, bus routes, on-demand call service, shuttles, the Link Light Rail system, and commuter rail service. However, congestion and limited access to public transportation remain significant challenges for commuters and residents.

Pierce County has identified several transportation issues that need to be—or are already in the process of being—addressed before 2030. These issues are generally centered around road capacity, spillover onto residential roads, and the need for more walking and biking infrastructure and transit access. While the County has historically focused on road capacity and demand management, there was limited funding for and implementation of walking and biking projects before 2010, despite clear community demand for additional and enhanced walkways and paths.

The 2024 Comprehensive Plan aims to begin addressing this gap by allocating \$20 million for walking and biking facilities through 2030. This investment will support CTR strategies and enhance walking paths, bike lanes, trails, and overall connectivity. These improvements are expected to strengthen the CTR program by leveraging new and expected walking and biking projects that aligns with community desires and needs. Additionally, long-term motorized projects—such as the Washington State Department of Transportation’s 20-year effort to introduce high-occupancy vehicle lanes on Interstate 5 through Pierce County—will further contribute to the program’s success.

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

From 2010 to 2018, the Puget Sound region saw a dramatic increase in transit ridership and light rail boardings, driven by system expansions and new station openings. This increase in ridership outpaced population growth and marked a period of strong transit usage.¹⁰ However, the COVID-19 pandemic in 2020 drastically disrupted this trend, leading to sharp declines in transit boardings across nearly all communities. Pierce Transit, Sound Transit, and Intercity Transit saw historic lows in ridership during and after the pandemic.

Since the pandemic, ridership among essential workers and students has begun to recover, though it remains 40 to 65 percent below pre-2020 levels, according to interviews with transit agencies. Areas around key worksites for essential workers in Pierce County—such as Lakewood and Tacoma, and Seattle-Tacoma International Airport—saw smaller declines in ridership and have rebounded more quickly compared to areas in east and north King County or Snohomish County.

Despite the impact of remote work reducing transit demand for some, there is still notable interest in returning to in-person work, reflected in the continued demand for transit services. Transit agencies are also observing a shift in ridership patterns, with usage spreading more evenly throughout the workday and on weekends, rather than being concentrated during traditional peak commuting hours.

Implications for CTR

There are several implications for CTR from these changes, specifically:

¹⁵ 2022 Regional Transportation Plan p. 31

- 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 worksites, provides an opportunity for CTR incentives and community needs to easily align.
- The shift in peak commute times described above suggests a decrease in congestion and traffic volume between 6:00 a.m. and 9:00 a.m. on some roads, while others have returned to pre-covid levels; however, while congestion is lighter in some areas of the County, it also means that congestion is more widespread throughout the day.

d. The Most Important Land Use and Transportation Objectives from Plans that CTR Most Directly Affects

CTR planning directly affects land use, climate and transportation objectives adopted by Pierce County in its Comprehensive Plan and in the Sustainability 2030 Plan, which focuses on reducing GHG emissions across the county.

By promoting the use of alternative transportation modes, the strategies implemented under the CTR Plan support these objectives and help ensure that new developments are designed to encourage sustainable commuting options for residents and workers. The most prominent examples include the following:

- **Land Use Element, Urban Industrial, Employment Center**
 - **LU-47.4** Facilitate access and circulation by transit, car and vanpools, pedestrians, bicyclists, and other alternative transportation modes through location and facility design.
- **Land Use Element, Urban Industrial, Frederickson Regional Manufacturing/Industrial Center**
 - **LU-48.3** Establish center-specific employment targets, transportation-mode split goals, a market analysis for the area, and information on public service improvement financing and projects beyond roads.
- **Transportation Element, Active Transportation**
 - **T-12.7** Develop a safe, connected network of active transportation facilities that allows for access to centers and community destinations.
 - **T-12.9** Consider the potential to reduce vehicle miles traveled when planning active transportation projects.
 - **GOAL T-13A** Require new development to address pedestrian and bicycle needs.
 - **GOAL T-19** Explore strategies to lead to higher levels of transit service.
 - **T-19.1** Integrate transit-supportive design, in coordination with transit agencies, such as facilities for on-demand transit services, well-connected street networks, transit signal priority/preemption, bus bulbs/islands, bus turnouts, and queue jump lanes.
- **Transportation Element, Transportation Demand Management**



- **GOAL T-29** Encourage alternate travel modes as part of an efficient multimodal transportation system and regulatory programs that reduce vehicle miles traveled per capita and shifts travel demand to improve the flow of people and goods.
- **T-29.2** Recognize a connected transit and active transportation network as fundamental to encouraging alternatives to single-occupancy vehicle travel and increase travel options, especially to and within centers, and along corridors connecting centers.

A key goal of the Sustainability 2030 Plan is to reduce communitywide GHG emissions by 45 percent by 2030, compared to 2015 GHG emission levels. Transportation, a key focus area of the plan, plays a critical role in achieving these reductions. Many of the recommended actions in the Sustainability 2030 plan overlap with those in the CTR Plan, reflecting a shared commitment to reducing GHG emissions through sustainable transportation initiatives. A selection of transportation actions from the Sustainability 2030 Plan that CTR affects includes the following:

- Transportation Actions¹⁶
- **T-1 Clean Transit** Support Pierce Transit's efforts to implement a zero-emission fleet, expand bus rapid transit offerings, and promote on-demand first/last mile transportation services.
- **T-2 Active Transportation Plan** Evaluate Pierce County's active transportation network in the urban unincorporated area and create an active transportation plan.
- **T-4 ORCA Usage By 2025** increase ORCA card usage by 10% from 2022 ridership.¹¹
- **T-6 Transportation Planning** Implement land use and transportation strategies, including multi-modal transportation investments, that reduce vehicle miles traveled and advance equitable outcomes for underserved and historically disadvantaged communities.
- **T-7 Parking Update** development regulations to reduce minimum parking requirements and require electric vehicle charging infrastructure.
- **T-8 Telework** Encourage Pierce County's CTR affected employers to reduce traffic flow in and out of King County through the promotion of telework whenever practical.
- **T-11 Accessible Walking and Biking** Significantly increase amount of bicycle and pedestrian infrastructure with a focus on creating accessibility in the urban area and connections to cities and trails.
- **T-13 Multi-modal Safety** Evaluate County roads for safety and compatibility with walking, biking, and transit.
- **T-14 Commute Trip Reduction** By 2025, decrease the drive alone rate among CTR affected employers compared to 2022 numbers.

e. Critical Aspects of Land Use and Transportation that Should Be Sustained and Key Changes that Should Be Considered to Improve CTR's Contribution to the Land Use and Transportation Objectives Referenced

Critical Aspects of Land Use and Transportation to be Maintained

Pierce Transit, Intercity Transit, and Sound Transit provide a variety of essential public transit services for commuters, and maintaining these systems is vital to the success of any CTR program in the region.

¹¹ ORCA stands for One Regional Card for All.

According to a Pierce County staff report summarizing the transportation-related changes to the Comprehensive Plan, centers of local importance have been identified as priority areas for focused growth.¹² These centers are slated for increased housing and prioritized infrastructure development and will correlate with areas of planned transit investment. Supporting housing growth in areas near planned transit investments should continue to be a key strategy for sustaining CTR goals.

Key Changes to Consider

Investing in walking and biking projects and expanding public transit options will enhance livability, maintain sustainability, and support Pierce County's transportation goals to improve access to sustainable transportation mode options. The County should also consider strengthening efforts to promote high-occupancy vehicle (HOV) programs, as these can increase the number of shared trips among commuters and residents, further advancing transportation efficiency and sustainability.

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

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

The relevant goals outlined in the 2024 Comprehensive Plan are closely aligned with the objectives and plan strategies of the CTR program. The County's focus on promoting sustainable transportation modes and setting employment center-specific targets is, in many cases, directly supported by the CTR program. By prioritizing transportation investments that reduce drive-alone rates, the County creates more opportunities for employees to benefit from CTR incentives provided by their employers. These incentives include bicycling support programs like showers and secure parking, carpool parking, carpool and vanpool matching systems, and remote working policies—all of which encourage sustainable commuting.

3. How the CTR Program Will Help Achieve Pierce County's Environmental Objectives

CTR Programs are an essential tool for achieving GHG reduction and sustainability goals. Vehicle trips significantly contribute to GHG emissions, which impact air quality and natural resources such as wetlands and aquatic habitats. According to the [Pierce County Communitywide Geographic Greenhouse Gas Emissions](#) report, 23 percent of countywide emissions in 2019 came from on-road vehicles, with passenger vehicles responsible for 83 percent of on-road vehicle emissions—or 19 percent of total recorded greenhouse gas emissions.¹³ Recognizing the urgency of addressing climate change, Pierce County has prioritized GHG emissions reductions and climate action through legislative objectives. Pierce County's environmental and climate objectives are outlined in the 2024 Comprehensive Plan and in the [Sustainability 2030 Plan](#). Relevant goals from the 2024 Comprehensive Plan include the following:

¹⁶ Sustainability 2030: Pierce County's Greenhouse Gas Reduction Plan p. 13. https://www.piercecountywa.gov/DocumentCenter/View/128310/Sustainabilityplanandappendices_-2023-Update_-Final

¹⁷ Transportation Comprehensive Plan Staff Report p. 21

¹³ Pierce County Communitywide Geographic Greenhouse Gas Emissions, Puget Sound Regional Emissions Analysis p. 24. https://www.piercecountywa.gov/DocumentCenter/View/118357/2022_GeographicInventory_Report_FINAL

- **ENV-3.5** Recognize the relationship between reducing vehicle trips, vehicle miles traveled, and reducing carbon emissions.
- **GOAL ENV-4** Coordinate air quality improvement efforts with agencies and jurisdictions to monitor transportation demand management programs benefits, develop responses to wildfire smoke, share technical information on air quality, and integrate land use and transportation policies.
 - **ENV-4.1** Coordinate with local agencies and jurisdictions to develop transportation control measures and similar mobile source emission reduction programs that may be warranted to attain or maintain air quality health standards.

a. How the CTR Program Will Support Pierce County's Greenhouse Gas Emission Reduction Efforts

The County aims to reduce both countywide and municipal GHG emissions by 45 percent by 2030, using 2015 as a baseline. The Sustainability 2030 Plan outlines actions to achieve this goal, focusing on key areas such as transportation, energy and built environment, waste reduction, nature-based climate solutions, outreach and education, and growing community capacity. Transportation-related goals are some of the most significant, as 31 percent of countywide GHG emissions come from on-road vehicles, aviation, marine activities, and off-road transportation equipment.¹⁴ The transportation section includes relevant goals:

- **T-1:** Support Pierce Transit's efforts to implement a zero-emission fleet, expand bus rapid transit offerings, and promote on-demand first/last mile transportation services.
 - T-2** Evaluate Pierce County's active transportation network in the urban unincorporated area and create an active transportation plan.
 - T-4:** By 2025 increase ORCA card usage by 10% from 2022 ridership.
 - T-5:** Reach out to students about youth ORCA card, low carbon transportation options, and how to utilize them.
 - T-6** Implement land use and transportation strategies, including multi-modal transportation investments, that reduce vehicle miles traveled and advance equitable outcomes for underserved and historically disadvantaged communities.
 - T-8:** Encourage Pierce County's commute trip reduction (CTR) affected employers to reduce traffic flow in and out of King County through the promotion of telework whenever practical.
 - T-11:** Significantly increase amount of bicycle and pedestrian infrastructure with a focus on creating accessibility in the urban area and connections to cities and trails.
 - T-13** Evaluate County roads for safety and compatibility with walking, biking, and transit.
 - T-14** By 2025, decrease the drive alone rate among Commute Trip Reduction (CTR) affected employers compared to 2022 numbers.

The CTR program plays a key role in supporting GHG reduction goals by encouraging the use of non-drive alone transportation modes through employer education, engagement, and incentives. As more individuals adopt these modes, the decrease in drive-alone trips can significantly lower GHG emissions. The CTR program also directly supports many of the transportation goals outlined in the Sustainability 2030 Plan, aligning with both the county's broader climate objectives and the specific targets of the CTR program.

¹⁹ Sustainability 2030: Pierce County's Greenhouse Gas Reduction Plan p. 20.
https://www.piercecountywa.gov/DocumentCenter/View/128310/Sustainabilityplanandappendices_-2023-Update_-Final.

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

The CTR program supports both Pierce County's environmental objectives and its goal to reduce GHG emissions by prioritizing sustainable transportation modes, fostering coordination between agencies and employers, and addressing the impact of drive-alone rates on air quality. Pierce County is dedicated to building vibrant communities within a clean, sustainable environment. Its environmental objectives focus on ensuring clean water and air for healthy communities, while supporting robust ecosystems that sustain economic and cultural resources.

The CTR program directly contributes to these objectives, as well as the Sustainability 2030 Plan's target of a 45 percent reduction in GHG emissions, by decreasing vehicle miles traveled. This leads to reduced pollution from roadways and vehicles, including tire dust, particulate matter, ground-level ozone, and nitric oxides. Many communities in Pierce County, especially those near major roadways and the Port of Tacoma, experience environmental health disparities, such as elevated exposure to PM2.5 and diesel particulate matter (as highlighted in the [Washington Environmental Health Disparities Map](#),¹⁵ shown in [Appendix B](#)).

The CTR program helps mitigate critical air pollutants from tailpipe emissions, which contribute to poor health outcomes and climate change. The program also reduces waterborne pollutants from vehicles, such as oil and toxic compounds in tire dust like 6PPD, which are increasingly recognized for their harmful effects on salmon and other endangered species when they enter stormwater and waterways. By promoting remote work, vanpools, and sustainable commute modes, the CTR program advances multiple priorities, protecting both human and environmental health while contributing to reducing GHG emissions.

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

State and regional CTR 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 and 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.

¹⁵ Washington Environmental Health Disparities Map. <https://doh.wa.gov/data-and-statistical-reports/washington-tracking-network-wtn/washington-environmental-health-disparities-map>

- 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 drive-alone trips, the CTR program directly addresses goals such as increased transit-oriented development, improving access to health and wellness destinations, and reduced travel times for transit users. Additionally, initiatives within the CTR framework—such as incentivizing microtransit and micromobility options and enhancing pedestrian connectivity—align with broader objectives aimed at providing affordable sustainable transportation modes and increasing walkability. These efforts not only make transportation more accessible but also foster stronger, more connected communities.

a. Local, Regional, and State Benefits that Would Be Gained If Pierce County Achieved the CTR Targets

Successful implementation of a CTR program offers substantial benefits. It plays a pivotal role in reducing GHG emissions, particularly in communities near highways, and in enhancing the quality of transit services while promoting walking and biking transportation options. These outcomes contribute to broader goals of sustainability, accessibility, and mobility. Moreover, an effective CTR plan can serve as a strategic tool to address diverse transportation needs and foster a more resilient and interconnected transportation network. This aligns seamlessly with the overarching aim of increasing multimodal travel throughout Pierce County, the region, and the state.

Local, Regional, and State Benefits

- **Decrease in GHG emissions:** Reducing drive-alone vehicle trips helps lower emissions, benefiting all communities, and especially those that are located next to highways. This aligns with County, regional, and state GHG emission reduction goals to decrease GHG emissions.
- **Increase in walking, biking and rolling:** Both the Regional Transportation Plan and 2024 Comprehensive Plan prioritize walking, bicycling, or rolling. CTR incentives and infrastructure improvements support this shift toward walking, biking and rolling transportation.
- **Expanded transit services:** The County and region aim to increase transit services. Implementing the CTR Plan can support this by driving demand for transit, improving coordination between employers and transit agencies, and enhancing outreach and education efforts.
- **Promoting multimodal travel:** The WTP emphasizes increasing multimodal travel. CTR implementation directly supports this goal, encouraging a broader adoption of various travel modes within communities.
- **Focus on environmental justice:** By incorporating the environmental justice goals and requirements in the Healthy Environment for All Act (HEAL Act) and Pierce County's Equity Note policies, the CTR Plan can help reduce GHG emissions, nitrogen oxides, and particulate matter. This would improve air quality for vulnerable populations in overburdened communities.

b. Adjacent CTR-affected Cities and Counties

Adjacent CTR-affected cities include the following:

- DuPont: None
- Fife: Puyallup and Tacoma
- Gig Harbor: None
- Lakewood: University Place
- Puyallup: Fife and Sumner
- Sumner: Puyallup
- University Place: Lakewood and Tacoma
- Tacoma: Federal Way, Fife, Lakewood, and University Place
- Unincorporated Pierce County: DuPont, Fife, Gig Harbor, Lakewood, Puyallup, Sumner, and Tacoma

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

c. The Top Cross-Border and Regional Transportation Issues Affecting Pierce County

Congestion

Congestion poses a significant challenge across the region, with Pierce County bearing a heavy burden. The daily influx of trips to and from JBLM, along with increased trips due to population growth, commute trips from Thurston County into Pierce County, and from Pierce County into King County, all contribute to worsening traffic congestion. This results in widespread delays on the state highway system and interstate system. Beyond disrupting the lives of residents and workers, congestion also negatively affects air and water quality. Emissions from vehicles release GHGs and particulate matter, while pollutants like oil leaks enter the stormwater system. These environmental effects are felt locally and regionally. As congestion grows, it also increases the risk of traffic spilling over onto local roads, compounding challenges for residents.

Transit Connectivity and Access

Access to public transit continues to be a challenge in various areas of Pierce County and across the region. Despite efforts to increase funding, improve access, and expand routes, parts of Pierce County still struggle with connectivity, both within the county and to neighboring counties. Outreach efforts have helped identify several barriers to using transit, including limited reliability, safety concerns, and gaps in route coverage.

Bicycling Infrastructure

A recurring theme from CTR-related outreach is the strong desire for safer and more comprehensive bicycling infrastructure. Participants emphasized the need for designated bike lanes and bike paths that are separate from motorized traffic.

d. The Strategies Pierce County, 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 sustainable transportation outreach projects. These projects are designed to address the specific concerns of residents, commuters, students, schools, and employers within the targeted areas. The County will continue to apply for additional grants to expand neighborhood and corridor initiatives, with a focus on reducing congestion and improving mobility.

Transit Connectivity and Access

Although Pierce County is not a transit service provider, it plays an active role in supporting the growth of transit options. The County helps residents and commuters by providing transit route information, offering ride buddy programs and ride planning information, first-time rider guides, distributing free ORCA cards with prepaid fares, and promoting safety gear use. The County also encourages employers to offer transit subsidies, promotes rideshare month campaigns with prizes, and works with transit agencies to raise awareness of available services.



To further improve transit access, the County is developing a multifamily housing sustainable transportation toolkit. This toolkit will guide developers and property managers information on how to incorporate transit fare programs, install bicycle racks, and create spaces for remote workers as part of their residential packages.

Through this CTR Plan and coordination with departments like Parks and Recreation and Human Services, Pierce County will also work with transit agencies on land use development, community needs, and service expansion.

Walking and Biking Infrastructure

Pierce County seeks opportunities to expand bicycling infrastructure and active transportation. The County will assist residents and commuters by:

- Offering a cycling skills course lending kit to teach confident riding
- Promoting bicycle courses and community rides
- Providing free safety gear and educating on how to combine bicycling with transit
- Requesting that employers provide incentives, bicycle parking, fix-it stations with tools, showers and clothes lockers for employees
- Supporting a retail discount program for bicyclists
- Promoting a bike month campaign with prizes

Pierce County is taking a multi-pronged approach to improving infrastructure for bicycling, walking and other active transportation modes. Pierce County Parks and Recreation is expanding local and regional trail systems, including near-term construction of the Parkland Community Trail and Pipeline Trail. Pierce County Planning and Public Works is actively planning, designing, funding and constructing sidewalk and bike lane projects, using a mix of grants and local funding. Prioritization is given to sidewalks connecting to transit stops, trails, and schools. In recent years, bike lanes have been added in various ways, including grant funding, adding striping and signage after developers constructed roadways, and in one case, a “road diet,” which reduced a four-lane road to three lanes and added bike lanes on both sides.

Each year, Pierce County will host a community bicycle fair at which attendees can purchase used or new bicycles and gear, learn about routes, ride a skills course, and practice placing their bicycle on the bus bicycle rack. The fair will also provide opportunities to connect with others in the bicycling community.

Pierce County will develop a sustainable transportation tool kit for multifamily housing developments. This toolkit will guide property managers on how to incorporate bicycle-friendly amenities, such as bicycle racks, fix-it stations with tools, and bicycle wash areas, into their resident offerings, helping encourage more sustainable transportation modes.





Performance Targets

5. Pierce County CTR Performance Targets

Pierce County will set performance targets to measure progress made by implementing the strategies outlined in the CTR Plan. There will be a performance target for Unincorporated Pierce County to achieve and a performance target for each employer that must comply with the CTR Law. Pierce County will use the survey tool provided by WSDOT to measure performance. The survey will be administered by employers for their employees to complete.

a. Performance Targets that Reflect Only CTR-Affected Worksites

Pierce County is using WSDOT's suggested performance target for weighted average drive-alone rate of 60 percent or less for CTR-affected worksites at the jurisdictional level. The weighted average calculation and calculation results will be provided by WSDOT.

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 measurements will be tied to the CTR survey conducted by CTR-affected employers. Pierce County will establish a base value during the 2023–2025 survey cycle and measure progress using 2025–2027 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 conducted by CTR-affected employers. Pierce County will establish a base value during the 2023–2025 survey cycle and measure progress using 2025–2027 survey results.

8. How Pierce County Will Measure Progress toward Each Target

a. The Method Used to Measure Progress for Each Target

Pierce County will measure progress using the 2025–2027 CTR-affected employer survey results.

9. CTR-Affected Worksites in Pierce County

a. List of CTR-Affected Worksites

This list is subject to change as employers move into Pierce County or expand their operations.

- JBLM
- JBLM – Madigan Army Medical Center
- Pacific Lutheran University
- Pierce County – Central Maintenance Facility

- The Boeing Company – Frederickson
- Toray Composite Materials America, Inc.
- Veteran Affairs Puget Sound Health Care System – American Lake
- Washington Corrections Center for Women
- Washington Military Department – Camp Murray – State
- Washington National Guard – Camp Murray – Federal

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

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





Services and Strategies

12. Services and Strategies Pierce County Will Use to Achieve CTR Targets

Pierce County will offer employer and commuter services through Ride Together Pierce, a one-stop-place for sustainable transportation information and services.¹⁶ Ride Together Pierce helps businesses in Pierce County with commute options program development and making sustainable transportation options accessible for riders.

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 help with the state-required biennial survey of employee commuting habits.
- Marketing materials such as posters, brochures, and sample email messages.
- As needed, transcribed or transcreated 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 cycling during 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 remote work toolkit for businesses and managers.
- Co-hosting worksite transportation fairs with ETCs.
- Help developing the carpool and vanpool rideshare program and rideshare matching.
- Carpool and vanpool parking signs and vehicle rearview mirror hang tags.
- ORCA cards loaded with transit fare to try transit.
- Emergency Ride Home program to provide sustainable transportation commuters a taxi, Lyft, or Uber ride home. Commuters can get a prepaid e-code or be reimbursed for their trip, up to \$100 per trip and up to three trips per year.
- Quarterly ETC recognition on the Ride Together Pierce website.
- Best Commuter Business leadership program to recognize top-performing programs for employer commute options.

Free Services for Residents:

- Help with forming carpools and vanpools and provide an online rideshare matching tool.

²⁰<https://www.ridetogetherpierce.com/>

- Bike and transit buddy matching assistance through an online matching tool.
- Campaigns with incentives to encourage the use of sustainable modes. Participants will receive user tips for getting started, encouragement, and notices of opportunities to connect with other sustainable commuters through the Ride Together Pierce social media channels.
- Resources to plan sustainable trips to save on costs and reduce climate footprint.
- User guides and information that explains each mode.
- Online remote work toolkit for teleworkers.
- Trip-tracking calendar for users to log trips to earn participation badges, view pollution and cost savings, join team challenges, enter prize drawings, and earn benefits from employer programs.
- Emergency Ride Home program to provide sustainable transportation commuters a taxi, Lyft, or Uber ride home. Commuters can get a prepaid e-code or be reimbursed for their trip, up to \$100 per trip and up to 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 try transit.

13. How Pierce County's Services and Strategies Will Support CTR-Affected Employers

The County helps employers develop effective strategies and programs that promote CTR and encourage employees to adopt sustainable transportation practices. These CTR services and strategies are provided to employers at no cost, so they do not need to budget for them. The services support CTR-affected employers in the following ways:

- CTR programs help businesses meet sustainability goals and climate action visions and missions.
- CTR survey results can help identify the commute plans that best suit employees' needs and to help develop employer CTR plans.
- Funding rideshare events and campaigns will foster awareness that will support the CTR actions of employers.
- Employers can try out customized support and tools with no financial risk to the employer.
- The County can translate materials for free to help employers give information to non-English or limited English speakers.
- Employers can go to events such as a benefit fair to share commute options and information with employees.
- ETCs can receive ongoing training and give feedback to improve transportation plans, CTR strategies, and services.
- Employee commute option benefits, such as transit subsidies and carpool, vanpool and bicycle parking, may reduce the costs of providing parking spaces or increase parking for clients.

- Employer commute options programs help to reduce the rate of solo driving. This helps reduce traffic congestion, air pollution, and fuel consumption, which improves the economy, environment, and business operations.

14. Barriers Pierce County Must Address to Achieve CTR Targets

a. How Pierce County Will Address the Barriers

Transit Safety Concerns

Comments received during CTR Plan public engagement included concerns regarding the safety of riding public transit and fear that crime and drug use may occur aboard public transit.

County Response: The County will offer 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 our website, RideTogetherPierce.com. Additionally, goal T-16.9 of the 2024 Comprehensive Plan encourages the placement of transit shelters that are well lit and clearly visible.¹⁷

Bicycling Infrastructure Safety Concerns

Several community-based organizations¹⁸ and attendees at events commented that they would prefer to bicycle in designated bike lanes and multiuse paths that are separated from the road. Without safety-focused bicycle infrastructure, many do not select bike trips as a commute alternative.

County Response: Pierce County offers its *First Time Riders Guide* to help new bicycle commuters plan their bike route and safely and confidently navigate their commute, as well as a bike buddy program that allows new riders to test out their route with an experienced companion. These guides and program can be found on RideTogetherPierce.com. Pierce County is also working to incorporate more bicycle infrastructure into land use and transportation planning for long-term active transit benefits.

Transit Service Area

The Frederickson MIC does not have transit service within a half-mile walk of employees' worksites. Although vanpools are popular in this area, providing transit service would help increase the options for avoiding drive-alone trips.

County Response: Goal T-16.12 of the draft transportation element for the 2024 Comprehensive Plan calls for supporting opportunities to serve or increase transit service to high-employment commercial and industrial centers within the urban growth area.¹⁹



²¹ Draft Transportation Element p. 11. <https://www.piercecountywa.gov/DocumentCenter/View/133292/Transportation-Draft-Element-and-Technical-Appendix>

¹⁸ Community-based organizations are those that serve families, youth, and vulnerable populations.

²² Ibid p. 11

15. The Transportation Demand Management Technologies Pierce County Plans to Use to Deliver CTR Services and Strategies

Pierce County 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 rideshare matching and route planning. The website will do the following:
 - Host an employer portal for materials to promote commute options services to employees, campaign mode materials, and training videos for ETCs.
 - House a remote work toolkit for businesses, managers, and remote workers. The toolkit will provide resources to establish a policy, training for managing employees in a remote work setting, and frequently asked questions about remote working.
 - Have a “Contact Us” form that will be monitored by the Ride Together Pierce team.
- Hosting a trip-tracking calendar so people can record their trips, watch their environmental and cost savings, earn achievement badges, join challenges, view team results as trips are logged, and enter to win prizes.
- Management of the Emergency Ride Home program to provide sustainable transportation commuters a taxi, Lyft, or Uber ride home when they experience an emergency on the day they use a sustainable commute mode.
- Provide trip planning through the Ride Together Pierce ride management tool. The tool will provide:
 - Trip suggestions for carpooling, vanpooling, transit, bicycling and walking.
 - Transit trip planning tools that 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. Plus, find bike and transit buddies. Users can enter their home origin, work destination and work schedules to request potential matches.
- Communicate programs and services through the Ride Together Pierce community newsletter email distribution list.
- Post programs and services on the Ride Together Pierce social media accounts.

16. Pierce County’s Local CTR Ordinance

Pierce County’s Commute Trip Reduction Code can be found here: <https://pierce.county.codes/PCC/10.50>.

17. Pierce County’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
Estimated Annual Total	\$561,000

Note: Estimated average annual cost is based on 2024 grant funding levels.

- **Employer Engagement** includes training ETCs, networking, providing technical assistance, and reviewing employer CTR plans.
- **Performance Reporting** includes worksite surveys and program reports.
- **Administration and Agency Coordination** includes identifying worksites, financial and program management, involvement in 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.
- **Pierce County Employee Commute Options Program** includes transit and vanpool subsidies and staff charges. Does not include city employee commute option program costs.



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
Washington State Department of Transportation CTR Formula Funds	\$75,000
Congestion Mitigation and Air Quality Federal Competitive Grant Funds	\$337,000
Total	\$561,000

18. Pierce County'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 and are expected to continue during the 2025–2029 plan years. Within the County, the Planning and Public Works Department will be implement the CTR activities.

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 CTR Plan progress.

19. Pierce County'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
<ul style="list-style-type: none"> • Provide commute planning and other employee transportation services to Pierce County employees. • Provide employer support services such as networking opportunities, mode campaigns with incentives, marketing materials, rideshare 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. • Review employer quarterly and annual CTR program reports. 	<ul style="list-style-type: none"> • Provide commute planning 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. • Review employer quarterly and annual CTR program reports. • Provide access to the survey tool and training on the survey process. Review survey results.

1st Biennium July 2025 June 2027	2nd Biennium July 2027 June 2029
<ul style="list-style-type: none"> • Provide access to the survey tool and training on 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 collaboration. 	<ul style="list-style-type: none"> • Conduct financial and administrative program management of the CTR Plan. • Engage in local, regional, and state CTR planning and collaboration. • Start development activities for 2029–2033 four-year CTR plan update.

20. The CTR Plan for Pierce County Employees

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

The [Sustainability 2030 Plan](#) outlines specific CTR actions for reducing Pierce County’s municipal operational GHG emissions.²⁰ The Sustainability 2030 Plan states the following goals:

CTR-1 Revise County parking policies to maximize vanpool, carpool, and transit usage by employees.

CTR-2 Develop a plan for bicycle infrastructure at County owned facilities.

CTR-3 Develop countywide best practices for setting departmental remote work policies.

The CTR program supports GHG emissions reduction goals by promoting non-drive alone modes of transportation through employer incentives, education, and engagement. The shift to sustainable modes of transportation will reduce drive-alone trips, which can help reduce GHG emissions. In addition to supporting CTR Plan goals, the CTR program supports many of the transportation goals outlined in the Sustainability 2030 Plan. Pierce County will provide its employees with a comprehensive commute options program designed to help them overcome barriers and find alternatives to driving alone.

- The Pierce County employee commute options program includes:
 - An ETC to assist employees with their sustainable commute options questions, direct employees to services, support program implementation, and complete reporting and surveying.
 - Regular distribution of information to employees on alternatives to drive-alone commuting. Publicizing promotional challenges and campaigns.
 - An ORCA card that allows for free travel on all transit, Sounder trains and Sound Link light rail in Pierce, King, Kitsap, and Snohomish counties.
 - Monthly vanpool subsidy for longer commutes.
 - Monthly vanshare subsidy that provides connections from transit centers to worksites when transit service is not available.
 - Free preferential carpool and vanpool spaces at several worksites.
 - Bicycle lockers, cages, or racks at several worksites.
 - When parking is not available, management and facilities staff are encouraged to identify storage areas inside the building, such as an unused cubicle, office or space under stairwells.

²⁰ Employee commutes generate 26 percent of GHG emissions in governmental operations.

- Showers and clothing lockers at several worksites.
- Remote work or Work from Home policy
 - Offer several hoteling office spaces that support a shorter commute to a work location closer to home.
 - In 2025, the Planning and Public Works Department will complete a building consolidation plan to support the County’s commitment to remote work and hybrid work options.
- Compressed Work Week Schedule policy
- Pierce County employees have access to the following services:
 - An Emergency Ride Home program that provides the non-drive-alone commuter a ride home on the day they experience an emergency.
 - Online rideshare databases for carpool and vanpool matching. The database will provide matching for bike and transit buddies.

Pierce County will inform and educate employees in the following ways:

- ORCA card signup during new-hire onboarding.
- New employee program introduction email with program elements and services.
- Monthly informational emails or articles in employee newsletters.
- Participation in commute mode campaigns such as Bike Month.
 - Prize drawings, when funding is available.
 - Campaign posters at worksites.
- Commute Options webpage with program elements and links to services.
- Ride Together Pierce information, website, and social media.

21. How the CTR Plan for Pierce County Employees Contributes to the Success of the Overall Plan

a. How the Plan for Pierce County Employees Reinforces the Success of the Jurisdiction Plan

The County’s employee commute program demonstrates its commitment to the CTR Plan, mirroring the efforts of other CTR-affected employers. This creates a community focused on CTR, where employers see the County as an active partner. Regular forums for ETCs encourage relationship-building, sharing best practices, and mutual problem-solving, strengthening the program across Pierce County.



Alignment with Plans

22. List of Transit Agencies that Provide Service in Pierce County

- Pierce Transit
- Sound Transit
- Intercity Transit

23. List of 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 \(2018\)](#)
 - [ST3 Regional Transit System Plan \(2017\)](#)
- Intercity Transit
 - [2022 Annual Report and 2023-2028 Transit Development Plan](#)
 - [Intercity Transit Proposition 1](#)
 - [Short- and Long-Range Plan](#)

24. How this CTR Plan Supports the Transit Plans

CTR plans support transit initiatives by encouraging employees to use public transit for their commutes. Through incentives, subsidies, and informational campaigns, CTR programs promote increased transit usage among commuters. Specifically:

- **ORCA Product Assistance:** Increases use of transit through the ORCA Business Passport program that offers pretax and subsidized transit passes.
- **Engagement in the Planning Process:** Gathering public feedback through an online open house and engaging stakeholders in interviews regarding the CTR plan increases 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. Comments received for the CTR Plan will be shared with the transit agencies.
- **Instituting Parking Maximums:** Reducing the supply of parking for new development will help encourage people to look to non-drive-alone modes of travel, especially transit.

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

Safety

During the CTR planning process, several representatives from community-based organizations (see interview list in #26a below) highlighted safety as a key concern for using public transit like buses, trains, and light rail. They cited fears of crime and poor infrastructure—such as inaccessible sidewalks and poorly lit, unsheltered bus stops—as major deterrents. Safety concerns also extended to walking, biking, and rolling. Many emphasized the need for measures like designated bike lanes, interconnected trails, traffic calming designs, and improved sidewalks.

The 2024 Comprehensive Plan update introduces new safety-focused goals (T4A-T4A.3) aimed at building a safer multimodal transportation network. These goals incorporate Vision Zero strategies, prioritize safety projects, monitor their impact, and reduce traffic stress at key areas like intersections and neighborhoods.²¹

The Comprehensive Plan also includes policies that support better connections between on-road facilities and trails for bicycling, walking and other active transportation modes. Transportation Element T-12A.2 says “Identify appropriate street connections to trail facilities to support bicycle facilities that connect neighborhoods to the regional trail system.”²² Similarly, Parks Element PR-18A.2 reads “Collaborate across Departments to develop an active transportation network, prioritizing connections between on-road facilities and trails.”²³

Community-based organizations emphasized that members 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 priority areas for focusing growth.²⁴ These centers will correlate with areas of planned transit investment and will see increased housing and prioritized infrastructure development. These updates support and encourage transit-oriented development.

²¹ Transportation Draft Element, 2024 Comprehensive Plan p. 5. <https://www.piercecountywa.gov/DocumentCenter/View/133292/Transportation-Draft-Element-and-Technical-Appendix>

²² Ibid p. 9

²³ Draft Parks and Recreation Element, 2024 Comprehensive Plan p. 12. <https://www.piercecountywa.gov/DocumentCenter/View/133291/Parks-and-Recreation-Draft-Element>

²⁴ Ibid p.4



Engagement

26. Stakeholder Engagement

Pierce County hosted several engagement activities focused on CTR topics throughout the development of this CTR Plan. To reach a broad audience, staff attended community events across the county, often in conjunction with the Sustainability 2030 Plan update. These activities included tabling at events, discussions with organizations and partners, and an online open house and survey. Key topics included transportation priorities and climate solutions. Specific CTR engagement included meetings with community-based organizations and large employers, an online open house and survey, and a public comment period for the draft CTR Plan. Broadly, CTR engagement activities included:

- Tabling at 24 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

- **Sustainability 2030 Plan 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.
- **Pierce County Comprehensive Plan Scoping Survey**
- **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 the Puyallup Tribe of Indians, Muckleshoot Indian Tribe, Nisqually Indian Tribe, and Squaxin Island Tribe.
- **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, and Washington Military Department.

Organizations that work with Communities

- 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.
- **Pierce County Comprehensive Plan Scoping Survey:** Fall 2022.
- **Online Community Member Survey:** February–April 2024.
- **Commute Trip Reduction Plan 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, Tribal Relations, and 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.
 - Informational emails with requests to meet were sent to the Puyallup Tribe of Indians, Muckleshoot Indian Tribe, Nisqually Indian Tribe, and Squaxin Island Tribe on 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.

Organizations that work with Communities

- **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.

c. What did they have to say?

A listing of questions asked during CTR-focused engagement activities is provided in Appendix A.

Tabling Events

Pierce County residents and workers gave feedback on the transportation system and CTR at outreach tables hosted by the Sustainable 2030 Plan staff. The following is a summary of comments from these events, organized by location, and reviewed for the CTR Plan.

- **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, and 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.
 - 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.

Pierce County Comprehensive Plan Scoping Survey

- When asked “Which alternatives to a car would you consider using at least once a week if comfortable, convenient, and safe?,” 46.2 percent of respondents reported that they would walk, followed by 36.3 to 39.2 percent that said they would ride the bus or rail.
- When asked “In safe and comfortable walking conditions, how far are you willing to walk to a destination such as your work, a transit stop, or a place to do errands?,” 26.7 percent of respondents reported that they would walk .5 to 1 miles, 29.6 percent reported that they would walk .25 to .5 miles and 31 percent reported that they would walk less than .25 miles.

Community Member Survey

Pierce County and CTR-affected cities conducted an online survey to gather data on commuter habits and feedback on sustainable and affordable commuting options. The survey was sent to newsletter subscribers, promoted on social media, and posted on the website. It received 74 responses from Pierce County residents. Key themes include:

Public Transportation: Many respondents indicated that more direct and frequent transit service, 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 bicycle infrastructure, such as dedicated bike lanes, and improving roadway safety would encourage commuting by bicycle. A few respondents expressed interest in programs focused on bicycle 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 and Carpools: Although respondents expressed a willingness to try vanpooling and carpooling, they identified difficulty forming vanpool and carpool groups as a barrier, and a need for flexible vanpool and carpool timing as potential difficulty.

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

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

Safety: Concerns about safety were a major barrier to choosing sustainable commute options. In addition to feeling unsafe while biking, some respondents mentioned feeling unsafe on 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 and CTR-affected cities 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 observations 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 Sound Transit Sounder commuter trains or access to Sound Transit Link 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 bike 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. The County released a questionnaire on its [Ride Together Pierce website](#) to 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 five 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 transit 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.

Employer 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 rideshare matching and formation.
- Adding earlier or later transit routes and improving the Emergency Ride Home program²⁵ for those working early or late shifts.
- Subsidies for items such as bike racks, helmets, walking shoes, and ORCA cards.

Stop doing:

- Opt-out option to not receive printed campaign posters (employers will print the posters in-house).

²⁵ Ride Together Pierce. <https://www.ridetogetherpierce.com/ERH>

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).

Employer and Tribal Relations 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 ridesharing 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

- Carpooling and remote working 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 ridesharing options.
- Safety tips for riding transit, carpooling, or riding bicycles would encourage people to participate.
- Parking is always limited; often employees must 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 ridesharing or taking the bus.
- Employees commute from all over, so finding ridesharing 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 more effectively reach people.
- Emphasizing sustainability could be a good way to garner additional leadership support.

Pierce County Senior Counsel for Tribal Relations

- Elder and veteran transportation needs are not being met. This may include mobility and access issues and first/last mile route planning.
- 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 tribal treaty rights.
- The Puyallup, Muckleshoot, Nisqually, and Squaxin Tribes were provided with opportunities to comment via one-to-one conversation, email, or survey. To date, no comments have been received.

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 reduced 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 to employers who provide ORCA Passport Programs to their employees. 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.

Organizations that work with Communities 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 utilized.
- Weather, distance, and geographic features such as hills can be barriers to choosing active mobility options.
- There are not enough protected or connected bike 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 which makes driving seem like an economical and easy choice.

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 healthier practices such as active mobility and reducing emissions from driving alone. This can help with developing Blue Zones, a project that encourages changes in the local community that leads to healthier options for community participants.

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 remote work).
- 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 Sustainable Resource division collected comments at community events in 2022 and 2023. 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 support these interests, the County will:
 - Provide ORCA cards loaded with transit fares at community events and to CTR-affected employers to hand out to employees.
 - Encourage the use of sustainable modes of transportation by providing first-time rider guides; marketing sustainable transportation campaigns with incentives; offering training such as bicycle classes, bicycle skills courses, and transit field trips; promoting a bike buddy matching program; and working with employers to provide translated materials.
- Respondents to the Spring 2024 community survey were interested in programs focused on bike safety education and safe route planning, financial incentives, gift or reward programs, help forming carpool groups, and options to work from home. To support these interests:
- Pierce County will look for opportunities to provide incentives in addition to those offered with mode campaigns and the free ORCA cards loaded with transit fare. Pierce County will promote:
 - Partner programs such as occasional vanpool formation incentives offered by transit agencies.
 - Its online remote work 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 support these modes Pierce County will provide:
 - **For transit ridership:** Transit fare and ORCA cards, transit training, classes, or field trips.
 - **For cyclists:** Bicycle classes, skills course training, bike rides, bike buddy matching, support or safety gear such as reflective gear or tire repair kits, and transit fare incentives to combine bicycling and transit for longer trips.

- **For those who walk, use a mobility device that rolls, a scooter or skateboard:** Opportunities to receive support or safety gear such as helmets, reflective gear and umbrellas or transit fare incentives to combine walking and transit for longer trips.
- **For those who work from home:** Online remote work toolkit remote work.
- The top barriers to sustainable transportation modes as reported in the spring 2024 open house survey were the lack of transit availability, the duration of transit trips, and safety concerns on transit. The secondary barriers reported included safety concerns while riding a bicycle and length of commute. To address these barriers, Pierce County will:
 - Share the valuable comments from the CTR Plan outreach with transit agencies and collaborate with them.
 - Provide classes and field trips in transit use to grow rider confidence.
 - Provide transit agency safety information to commuters.
 - Continue work to meet relevant 2024 Comprehensive Plan goals, including:
 - **Goal T-12.2** endorses the concept of complete streets, which promotes roadways that are safe and convenient for all users.
 - **Goal T-12.7** prioritizes developing a safe, connected network of active transportation facilities that allows for access to centers and community destinations.²⁶
 - **Goal T-16.8** encourages placement of transit shelters that are well lit and clearly visible.²⁷
- During the employer network and employer interviews, ETCs discussed successes and areas where their CTR programs could use additional support from the County and cities. Ideas included an employer and employee spotlight, assisting with ride matching, improving the Emergency Ride Home program, offering subsidies for commuter and safety gear, on-site promotions, and more printed materials for employees who do not use computers in their work. To address these concerns, Pierce County will:
 - Spotlight individual employer efforts when promoting Best Commuter Business honorees and continue listing quarterly ETC kudos on the Ride Together Pierce webpage.
 - Support employer efforts to conduct personalized ride matching efforts or events to help form carpools and vanpools.
 - Improve access to the Emergency Ride Home program by adding an e-code payment option to the existing reimbursement process.
 - Provide employers access to free bicycle helmets and ORCA cards loaded with transit fare to offer to employees. The County will investigate grant opportunities to fund other safety gear, incentives, and bike racks.
 - In addition to the posters, rack cards, and flyers for employers to post, Pierce County will add QR codes to printed materials and develop tabletop tents that can be displayed in break rooms and other locations.
- The Transportation Advisory Commission raised many points that will aid the success of future CTR work. Pierce County will continue seeking grant opportunities to address some of the points:

²⁶ Transportation Draft Element, 2024 Comprehensive Plan p. 8.

<https://www.piercecountywa.gov/DocumentCenter/View/133292/Transportation-Draft-Element-and-Technical-Appendix>

²⁷ Ibid p. 11.

- Work to connect CTR-affected employers with non-CTR-affected employers to help widen the pool for carpools and vanpools.
- Improve services at transportation hubs.
- Work with high schools and colleges and universities to develop CTR programs for staff, faculty and students.

27. Vulnerable Populations Considered

Staff identified vulnerable populations by using the [Washington Environmental Health Disparities](#) map and [Pierce County's Equity Index](#). The highest environmental health disparity²⁸ scores and lowest equity index scores²⁹ are most prevalent along the Interstate 5 corridor.

Feedback provided during community-based organization interviews informed the development of this CTR Plan. Populations served by community-based organizations in this area include:

Native Hawaiian and other Pacific Islander residents make up two percent of Pierce County's population.³⁰

Hispanic and Latino ethnicities represent 12 percent of Pierce County's population.³¹

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.³²

The Bethel Community is a rural area in the 98387 ZIP Code and centered around the Bethel School District, which serves 20,000 students. Approximately 47 percent of the students qualify for free and reduced lunches. According to the Tacoma-Pierce County Health Department, the Bethel Community has a high number of youth and families with adverse childhood experiences and substance use disorders.³³

28. Engagement Focused on Vulnerable Populations

a. Who did we talk to?

As part of the Sustainability 2030 Plan engagement efforts, staff held several focus groups that were led by Safe Streets, a grassroots organization that unites and inspires neighbors, youth, and businesses to build safe, healthy, and thriving communities. CTR Plan developers reviewed the transportation comments received at the focus groups to help inform CTR Plan strategies. These focus groups were held at venues serving the following groups:

- 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.

²⁸ Washington Environmental Health Disparities Map. <https://doh.wa.gov/data-and-statistical-reports/washington-tracking-network-wtn/washington-environmental-health-disparities-map>

²⁹ Pierce County Equity Index. <https://www.piercecountywa.gov/7938/Equity-In-Decision-Making#equityindex>

³⁰ Ibid.

³¹ Ibid.

³² Ibid.

³³ Bethel Community services p. 2. <https://bethelservices.org/wp-content/uploads/2019/04/Pierce-Co-Bethel-2019.pdf>

b. When did we talk to them?

Pierce County Sustainable Resources engaged with community members at four events between May and the end of July of 2023, as shown in Table 4.

Table 4—2023 Tabling Events with Vulnerable Populations

Event Name	Location	Date	Groups Engaged
Safe Streets tabling event	Fife	5/17/23	Pacific Islander Health Board of WA
Safe Streets tabling event	Bethel/Spanaway	6/9/23	Bethel Community Services
Safe Streets tabling event	Prairie Ridge	7/25/23	Puget Sound Educational School District Latinx Family Advocacy Group
Safe Streets tabling event	Unincorporated Pierce County	7/25/23	DeMark Apartments and the Pierce County Housing Authority

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.
 - Provide more bus routes and trains in low-income areas are needed, as well as higher wages for drivers.
 - For poor or disabled people, provide cheap prices, a voucher for gas, etc., as well as for the disabled, vulnerable, homeless, etc.
 - Provide 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 to reduce car use.
 - Public transportation in the Bonney Lake community is needed.
 - The community needs 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. Transporting workers and waste from construction sites would make a difference.
 - 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.
 - More public transportation for older people is needed.
- **Bethel Community Services**
 - Provide electric and free buses to reduce traffic.
 - Make areas more walkable.
 - If public transportation—such as an electric bus that could go on certain roads not available to the public— were better, it would incentivize people to ride transit.
 - Provide affordable eco-friendly cars and buses.

d. How did what they said influence the plan?

Several employers and attendees at tabling events suggested providing classes and information in Spanish. Pierce County provides its downloadable *First Time Riders Guide* in Spanish, Russian, Vietnamese, Tagalog, Korean, Chinese, and Khmer.

Event attendees suggested vouchers for low-income, disabled, homeless, and vulnerable community members. Pierce County will provide ORCA cards loaded with transit fares at community events and to CTR-affected employers for employees.

29. List Employers' Suggestions to Make CTR More Effective

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

- 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 participation.
- 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 from public engagement is that many workers want to live closer to their workplace but are hindered by a lack of affordable housing. They noted that living closer would make them more likely to try alternatives to driving alone. The 2024 Comprehensive Plan update can address this by prioritizing housing growth, infrastructure, and transit investment in designated centers and areas with CTR-affected employers.

Safety: Public engagement participants cited safety concerns as a major deterrent to biking and walking to work, pointing to a lack of safe infrastructure. Many suggested adding protected bike lanes and more sidewalks. The 2024 Comprehensive Plan update addresses these concerns with new goals (T4A-T4A.3) that prioritize safety projects through Vision Zero strategies to build a successful multimodal transportation network.

Public Transit: Public engagement participants expressed interest in expanding public transportation options, such as more frequent Sounder trains, light rail access, and improved local service. They emphasized the need for more routes, expanded service times, and faster, more reliable transit. Many also appreciated app-based, on-demand transit in areas lacking bus service and called for its expansion. Concerns about safety and the need for bus stop amenities like benches and shelters were noted. Participants also suggested providing free or low-cost ORCA cards for vulnerable populations. These priorities should be reflected in the comprehensive plan update.

These results of public engagement with vulnerable populations and this CTR Plan have been shared with Pierce, Sound, and Intercity Transit agencies and with the Comprehensive Plan update team.

Regional Transportation Planning Organization CTR Plan Review

Future Puget Sound Regional Council comments will be added here.

Appendix A: Engagement Questions

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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'd 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'd 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 aren't 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'd suggest for us to remove barriers and mitigate impacts from commuting?
- 5) What other concerns do you have regarding commuting? Examples:
 - a. 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's why we're 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're 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 remote work 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'd 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'd 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 2023-2024. 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?
- 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:
 - Black, Indigenous, and People of Color (BIPOC)
 - Speak English as a second language

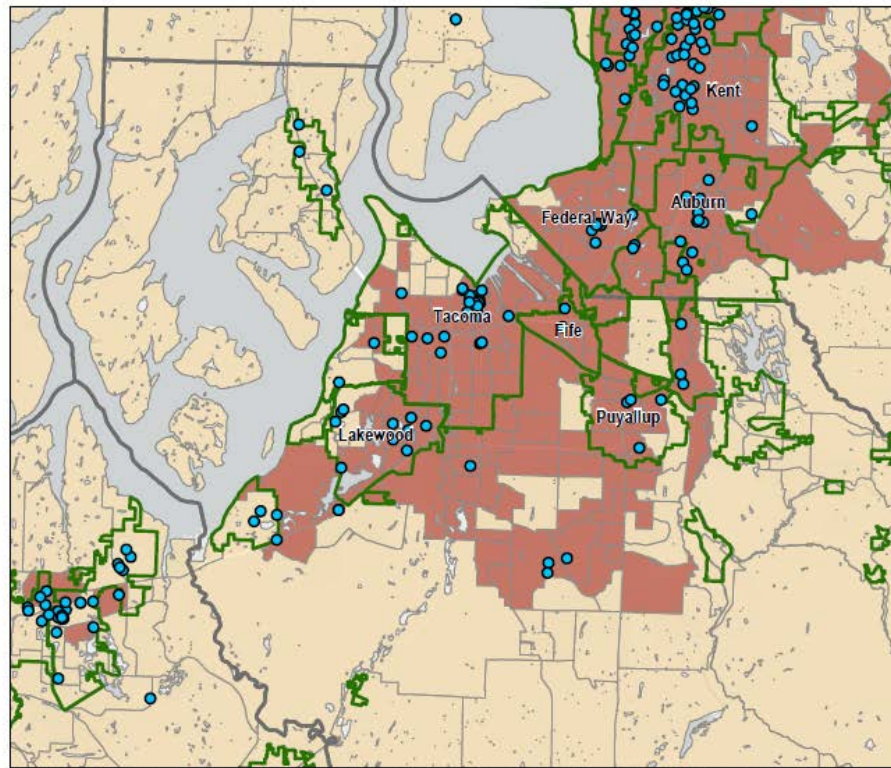
- iii. Living with a low or fixed income
- iv. Ages 16-26
- v. Lesbian, Gay, Bisexual, Transgender, Queer, Intersexed, Asexual, including those questioning their gender identity or sexual orientation (LGBTQIA+)
- vi. Living with three or more generations in one home
- vii. Living with more than one family 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.

Appendix B: Washington Environmental Health Disparities Map

Pierce County

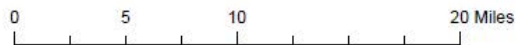


City of Tacoma, King County, WA State Parks GIS, Esri, TomTom, Garmin, SafeGraph, FAI, METI/NASA, USGS, Bureau of Land Management, EPA, NPS, USFWS

WSDOT Commute Trip Reduction (CTR) Program
Worksites and Washington
Environmental Health Disparities
(EHD) Map v2.0 Overall Ranking

Legend

- City Limits
- County Boundaries
- EHD Rankings**
- EHD Class**
- High EHD Rank (7 or above)
- Low EHD Rank (below 7)
- CTR Affected Worksites



Chapter 10.50

PIERCE COUNTY COMMUTE TRIP REDUCTION

10.50.010 Purpose and Intent.

The purpose of this Chapter is to promote the public health, safety, and general welfare by establishing goals and requirements for employers to implement commute trip reduction programs in accordance with RCW 70A.15.4000 through 70A.15.4080-70.94.521-551. The County recognizes the importance of increasing citizens' awareness of climate changes, air quality, energy consumption, and traffic congestion and the contribution individual actions can make toward addressing these issues. The intent of this Chapter is to achieve the following objectives:

- A. To improve air quality, reduce traffic congestion, and reduce the consumption of petroleum fuels through employer-based programs that encourage the use of alternatives to the single-occupant vehicle for the commute trip.
- B. To make optimal use of existing and planned transportation facilities to minimize development costs and preserve business opportunities in Pierce County and the State of Washington.
- C. To adopt a cooperative and coordinated approach to reducing the number of drive alone trips and average vehicle miles traveled (VMT) to ensure consistency regarding CTR policies and implementation.
- D. To treat affected employers in a fair and reasonable manner.

10.50.020 Definitions.

The following definitions shall apply in the interpretation and enforcement of this Chapter:

- A. "Affected Employee" means a full-time employee, including telework/telecommute employee, who reports or begins their his or her regular workday at a single worksite covered by the Pierce County Commute Trip Reduction Plan between 6 a.m. and 9 a.m. (inclusive) on two or more weekdays for at least 52 continuous weeks. Seasonal employees and independent contract employees are excluded. Seasonal agriculture employees, including seasonal employees of processors of agricultural products, are excluded from the count of affected employees. Construction workers who work at a construction site with an expected duration of less than two years are excluded from this definition.
- B. "Affected Employer" means an employer who employs 100 or more affected employees.
- C. "Affected Employer Worksite" means a building or group of buildings that are on physically contiguous parcels of land or on parcels separated solely by private or public roadways or rights-of-way, and at which there are 100 or more affected employees.
- D. "Alternative Commute Mode" refers to any means of commuting other than that in which the single-occupant motor vehicle is the dominant mode. Teleworking/telecommuting and compressed work week schedules that result in the reduction of commute trips are also considered an alternative commute mode.
- E. "Carpool" means a motor vehicle occupied by at least 2 to 4 people of at least 16 years of age traveling together for their commute trip that results in the reduction of a minimum of one motor vehicle commute trip.



- 1 F. "Commute Trip" means a trip that is made from a worker's home to a worksite.
2 G. "CTR" is the abbreviation of Commute Trip Reduction.
3 H. "Commute Trip Reduction (CTR) Plan" means the adopted Pierce County plan to
4 regulate and administer the CTR programs of affected employers.
5 I. "Commute Trip Reduction (CTR) Program" means an employer's strategies to reduce
6 employees' drive-alone trips and average VMT per employee.
7 J. "Compressed Work Week" means a full-time employee work schedule that allows an
8 employee to eliminate at least one workday every two weeks by working more hours the
9 remaining days, resulting in fewer commute trips by the employee. Examples would
10 include working four workdays per week or nine workdays in two weeks. Compressed
11 work weeks are understood to be an ongoing arrangement.
12 K. "Day" means calendar day.
13 L. "Department" means the Pierce County Planning and Public Works Department.
14 M. "Dominant Mode" means the mode of travel used for the greatest distance of a commute
15 trip.
16 N. "Drive Alone" means a motor vehicle occupied by one person for commute purposes,
17 including a motorcycle.
18 O. "Employee Transportation Coordinator" means a designated person(s) who is
19 responsible for the development, implementation and monitoring of an employer's
20 Commute Trip Reduction Program.
21 P. "Employer" means a sole proprietorship, partnership, corporation, unincorporated
22 association, cooperative, joint venture, agency, department, district or other individual or
23 entity, whether public, nonprofit, military installation or private, that employs workers.
24 Q. "Flex-Time" is a flexible work schedule which is a mutual agreement between the
25 employee and the employer to choose the work time, but not the number of working
26 hours. Flex-time is understood to be an ongoing arrangement.
27 R. "Full-Time Employee" means a person other than an independent contractor or seasonal
28 employee, scheduled to be employed on a continuous basis for 52 weeks for an average
29 of at least 35 hours per week.
30 S. "Good Faith Effort" means that an employer has met the minimum requirements
31 identified in RCW 70A.15.4050-70.94.534(2) and this Chapter and is working
32 collaboratively with the County to continue its existing CTR program or is developing
33 and implementing program modifications likely to result in performance improvements
34 to its CTR Program over an agreed upon length of time.
35 T. "Implementation" or "Implement" means active pursuit by an employer to achieve the
36 CTR goals of RCW 70A.15.4000 through RCW 70A.15.4110-70.94.521-551 and this
37 Chapter.
38 U. "Mode" means the type of transportation used by employees, such as single-occupant
39 motor vehicle, rideshare vehicle (carpool, vanpool), transit, light rail, train, ferry,
40 bicycle, compressed work week schedules, teleworking/telecommuting, and walking.
41 V. "Newly Affected Employer" refers to an employer that is not an affected employer upon
42 the effective date of this Chapter but who becomes an affected employer subsequent to
43 the effective date of this Chapter.
44 W. "Proportion of Drive Alone Trips" means the number of commute trips over a set period
45 made by employees in single occupancy vehicles divided by the number of potential
46 trips taken by employees working during that period.



- X. "Single Worksite" means a building or group of buildings on physically contiguous parcels of land or on parcels separated solely by private or public roadways or rights-of-way.
- Y. "Teleworking/telecommuting" means the authorization of an employee to work from home, satellite office, **alternative worksite** or from a teleworking center, thus eliminating a commute trip or reducing the distance traveled in a commute trip by at least half of the employee's regular commute distance.
- Z. "Transit" means a multiple-occupant vehicle operated on a shared-ride basis. This definition includes bus, ~~ferry~~, or rail.
- AA. "Transportation Management Organization (TMO)" or "Transportation Management Association (TMA)" means a group of employers or an association representing a group of employers in a defined geographic area. A TMO/TMA may represent employers within specific city limits, or may have a sphere of influence that extends beyond city limits.
- BB. "Vanpool" means a vehicle occupied by ~~35~~ to 15 people of 16 or more years of age traveling together for their commute trip that results in the reduction of motor vehicle trips.
- CC. "Vehicle Miles Traveled (VMT) Per Employee" means the sum of the individual vehicle commute trip lengths in miles made by employees over a set period divided by the number of employees during that period.
- DD. "Week" means a seven-day calendar period, ~~starting on Sunday and continuing through Saturday.~~
- EE. "Weekday" means Monday, Tuesday, Wednesday, Thursday, or Friday.
- FF. "Writing," "Written," or "In Writing" means original signed, including e-signatures, and dated documents that are mailed, emailed, or uploaded to Pierce County approved document upload or sharing platform. ~~Faeximile (fax) transmissions and electronic transmissions are a temporary notice of action that must be followed by the original zsigned and dated via mail or delivery.~~

10.50.030 County Commute Trip Reduction Plan.

The County has a variety of responsibilities pursuant to the requirements of **RCW 70A.15.4000 through 70A.15-4110** ~~70.94.521-551~~. The Pierce County Commute Trip Reduction Plan Four-Year Plan: 2025-2029 addresses these responsibilities and establishes the goals for the County and the CTR-affected employers ~~as set forth as Attachment A and incorporated herein by reference.~~

10.50.050 Applicability.

- A. **Affected Employer.** The provisions of this Chapter shall apply to any affected employer at any single worksite **in the urban unincorporated area of Pierce County as defined by RCW 70A.15.4020** ~~within the limits set forth in the Pierce County Commute Trip Reduction Plan.~~
- B. **Change in Status as an Affected Employer.** Any of the following changes in an employer's status may change the employer's CTR program requirements:
1. **Change from Affected to a Non-affected Status.** If an employer initially designated as an affected employer no longer employs 100 or more affected employees and expects not to employ 100 or more affected employees for the next 12 months, that employer is no longer an affected employer. It is the responsibility



- of the employer to notify the County in writing that it is no longer an affected employer and provide supporting evidence.
2. **Change in Status Within a 12 Month Period.** If an employer drops below the threshold and then returns to the threshold level of 100 or more affected employees within the same 12 months, that employer will be considered an affected employer for the entire 12 months, and will be subject to the program requirements as other affected employers.
 3. **Change in Status After a 12 Month Period.** If an employer drops below the threshold and then returns to the threshold level of 100 or more affected employees 12 or more months after its change in status to an "unaffected" employer, that employer shall be treated as a newly affected employer.

C. **Newly Affected Employers.**

1. **Identification.** Newly affected employers must identify themselves to the County within 30 days of either moving into the boundaries as set forth in RCW 70A.15.4020 ~~the Pierce County CTR Plan~~ or growing in employment at a worksite to 100 or more affected employees. It is the responsibility of the employer to notify the County of its affected employer status. Newly affected employers who do not identify themselves within 30 days will be considered to be in violation of this Chapter.
2. **Survey.** Newly affected employers identified as such shall be given 90 days to perform a baseline measurement. The employer shall utilize the state provided survey measurement tool or state approved equivalent format and strive to achieve at least a 70 percent response rate from employees ~~who report to at~~ the worksite. Employers who do not perform a baseline measurement within 90 days of receiving written notification that they are subject to this Chapter are in violation of this Chapter.
3. **Program Development.** Not more than 60 days after receiving notification of the results of the baseline measurement, the newly affected employer shall develop and submit a CTR Program to the County. The employer shall submit their CTR Program utilizing the format provided by the County. The program will be developed in consultation with the County to be consistent with the goals of the CTR Plan. Employers who do not submit their CTR Program within 60 days are in violation of this Chapter.
4. **Implementation.** The program shall be implemented not more than 90 days after approval by County. Employers who do not implement an approved CTR Program within 90 days are in violation of this Chapter.

10.50.060 Notification of Applicability.

- A. **Notice to Known Affected Employers.** Known affected employers located in the County will receive written notification that they are subject to this Chapter and any revisions to this Chapter. Such notice shall be by ~~certified-mail or email-delivery, return receipt,~~ addressed to the company's chief executive officer, senior official, or ~~highest-ranking official at the worksite-CTR manager at the work site.~~ Such notification shall be delivered 30 days after the adoption of the Chapter or any revisions to the Chapter.
- B. **Self-Identification of Affected Employers.** Employers who, for whatever reasons, do not receive notice within 30 days of adoption or amendment of this Chapter shall identify themselves to the Department within 60 days of the adoption of this Chapter.



- 1 C. **Notification of Non-Applicability.** It is the responsibility of the employer to provide the
2 Department, in writing, the non-applicability of this Chapter to their worksite.
3

4 **10.50.070 Employer Program Requirements.**

5 An affected Employer is required to make a good faith effort as defined in RCW
6 70A.15.4050-70.94.534(2) and this Chapter to develop and implement a CTR program for their
7 employees that will encourage their employees to reduce VMT per employee and drive alone
8 commute trips. The employer shall provide effective staffing levels and financial resources to
9 support the following employer requirements:

10 A. **Employee Transportation Coordinator.**

- 11 1. The employer shall designate an employee transportation coordinator(s) to
12 administer the CTR program. The ~~E~~coordinator(s) or designee's name and telephone
13 number must be displayed prominently at each affected worksite. The coordinator(s)
14 shall oversee all elements of the employer's CTR program and act as liaison between
15 the employer and the County.
16 2. Employers with multiple affected worksites located in Pierce County shall have
17 ~~onsite-effective~~ program administration at each affected worksite.
18 3. An employer may utilize the employee transportation coordinator services of a
19 consultant or transportation management organization/association. If a consultant or
20 transportation management organization/association is utilized, the employer will
21 still be held responsible for meeting all the requirements of RCW 70A.15.4000
22 through 70A.15.4110-70.94.521-554 and this Chapter.

23 B. **Information Distribution.**

- 24 1. Information about alternatives to drive alone commuting as well as a summary of the
25 employer's CTR Program shall be provided to employees at least once a year.
26 2. All new employees at the time of hire or during the employer's new hire orientation
27 shall receive information about alternatives to drive alone commuting, a summary of
28 the employer's CTR Program and information to access a ridematching service
29 database.
30 3. At least once a month, provide information to employees about commute options,
31 employer program elements, or countywide/statewide commuter services,
32 promotions, campaigns, programs and events.
33 4. Conduct a transportation event or promotional campaign at least once a year.

34 C. **Emergency Ride Home.** The employer shall offer to its employees an emergency ride
35 home program that guarantees employees a free ride home in emergency situations on
36 the day when they use alternative commute modes. The ride shall cover up to the first
37 \$100.00 of the ride cost.

38 D. **Additional Program Elements Designed to Achieve the Goals.** In addition to the
39 specific program elements described above, employer CTR programs shall include, but
40 are not limited to, one or more of the following measures:

- 41 1. Provide preferential parking for high-occupancy vehicles;
42 2. Reduce parking charges for high-occupancy vehicles;
43 3. Institute or increase parking charges for drive alone commuters;
44 4. Eliminate free parking;
45 5. Decrease the number of parking stalls within the constraints of PCC 18A.35.040;
46 6. Provide a parking incentives program such as a rebate for employees who do not use
47 the parking facilities;



7. Provide commuter ride matching services to facilitate employee ride-sharing for commute trips;
8. Provide subsidies for transit, rail, or vanpool fares and/or passes;
9. Provide subsidies for carpools, walking, bicycling, telework/telecommuting or compressed work week schedules;
10. Provide incentives, such as a monthly prize drawing, for employees who do not drive alone to work;
11. Provide vans for vanpools;
12. Provide fleet vehicles or bicycles for work trips during the workday.
13. Permit the use of the employer's vehicles for carpooling or vanpooling;
14. Permit the use of the employer's vehicles for emergency ride home or personal errands;
15. Establish a flex-time policy;
16. Establish a compressed work week schedules policy;
17. Establish a telework/telecommute policy;
18. Cooperate with transit providers to provide additional regular or express service to the worksite;
19. Construct a special loading and unloading facilities for transit, carpool, and vanpool users;
20. Provide secure and covered bicycle parking facilities, bicycle maintenance tools, changing areas, showers and clothes lockers for employees who bicycle or walk to work;
21. Implement other measures designed to facilitate the use of high-occupancy vehicles, such as on-site services like a cafeteria or day care facility;
22. Offer employees use of a bicycle fleet for work or personal trips during the workday;
23. Other ideas that facilitates the reduction of drive alone trips.

E. **CTR Program Reporting.**

1. **Quarterly Reporting.** Affected employers shall submit to the County a quarterly progress report in accordance with the format provided by the County.
2. **Due Dates for Quarterly Reporting.** First quarter (January, February and March), Second Quarter (April, May and June) and Third Quarter (July, August and September) shall be due ten calendar days past the end of the quarter. Fourth quarter (October, November, and December) shall be due the second Wednesday in December.
3. **Annual Reporting.** Affected employers shall review their program and implementation progress by submitting an annual report with the County in accordance with the format provided by the County. The annual report outlines the strategies that were undertaken by an employer to achieve the commute trip reduction goals for the reporting period. It also outlines the strategies to be undertaken for the next reporting year. Employers are encouraged to consider innovative strategies and combine program elements in a manner that will best suit their location, site characteristics, business type, and employees' commuting needs. Employers are further encouraged to cooperate with each other employers to implement program elements.
4. **Due Date for Annual Reporting.** All annual reports shall be due by the second Wednesday of December.



5. **Annual Reporting Extension.** An employer may request an extension of up to 30 days for submitting the annual report. The request shall be made in writing to the Department no less than 15 days prior to the due date.

F. **Biennial Survey Measure of Employee Commute Behavior.** In addition to the baseline measurement, employers shall conduct a program evaluation as a means of determining worksite progress toward meeting CTR goals. As part of the program evaluation, the employer shall utilize the state provided survey measurement tool or state approved equivalent format and strive to achieve at least a 70 percent response rate from employees who report to at the worksite. The County will establish a countywide measurement schedule that will require employers to conduct the measurement survey on a two-year cycle. Depending on when a newly affected employer is identified, a baseline survey and measurement survey may be required during the established measurement schedule. For the purposes of this Chapter, an employer shall not be required to survey more than once in a 12-month period.

G. **Record Keeping.** Affected employers shall maintain a copy of official correspondences between the employer and the County, their measurement results, and all supporting documentation for the descriptions and assertions made in any CTR report to the County for a minimum of 48 months. The County and the employer shall agree on the record keeping requirements as part of the accepted CTR program.

10.50.080 Program Modifications and Exemptions.

A. At any time, any affected employer may request that the County grant a modification from a CTR program requirement other than designation of the employee transportation coordinator, information distribution, surveying, quarterly and annual reports.

B. Modification of individual program measures shall not exempt an affected employer from complying with other required program measures.

1. **Employee Adjustment.** Groups of employees (1) who are required to drive alone to work as a condition of employment, or (2) employees who work variable shifts throughout the year and who do not rotate as a group to identical shifts may be exempted from a worksite's survey measurement. Affected employees who are exempted from a worksite's CTR Program shall be counted when determining the total number of affected employees at the worksite. Employees who telework/telecommute are not exempt from the program and shall be counted when determining the total number of affected employees.

2. **Hardship.** A one-year program waiver may be granted if and only if an affected employer demonstrates that it faces extraordinary circumstance, such as bankruptcy, and is unable to implement any measures that would reduce the proportion of drive alone trips or average VMT per employee.

10.50.090 Review of Commute Trip Reduction Programs.

A. **Newly Affected Employer.** The first Annual Report submitted by a newly affected employer shall be accepted by the department as long as it addresses necessary baseline information and all required elements including elements likely to result in reductions in drive alone trips or reduction in average VMT.

B. **Review and Evaluation.** The department's review and evaluation will address the employer's good faith efforts toward meeting the CTR goals. Consequently, programs may be deemed acceptable or unacceptable based on the employer's progress in reducing commute trips, as measured by reduction in drive alone trips or reduction in average



VMT. The employer shall provide adequate information and documentation of program implementation when requested by the County.

- C. **Document Review.** Within 90 days of the date the department receives an employer's CTR Program Annual Report, the department shall provide the employer with written notification of whether a CTR program is deemed acceptable or unacceptable. If the CTR program is deemed unacceptable, the notification must give cause for the rejection. The department may extend the review period up to 90 days. If the review period is extended, the implementation date for the employer's CTR program will be extended an equivalent number of days.
- D. **Review Criteria.** The County shall use the following criteria to determine whether an affected employer shall be required to make modifications to its CTR Program.
1. If an employer makes a good faith effort, as defined in RCW 70A.15.4050 70.94.534(2) and this Chapter, and meets or exceeds either the applicable drive alone or VMT reduction goal, the employer has satisfied the objectives of this Chapter, and will not be required to modify its CTR Program.
 2. If an employer makes a good faith effort, as defined in RCW 70A.15.4050 70.94.534(2) and this Chapter, but fails to meet ~~both~~ the applicable drive alone ~~or and~~ VMT reduction goals, the City/County shall work collaboratively with the employer to implement program modifications likely to result in improvements to the program over an agreed upon length of time.
 3. If an employer fails to make a good faith effort, as defined in RCW 70A.15.4050 70.94.534(2) and this Chapter, and fails to meet ~~either both~~ the applicable drive alone ~~or and~~ VMT reduction goals, the County shall work collaboratively with the employer to identify modifications to the CTR Program and shall direct the employer to revise its program accordingly and submit the revised program to the County within 30 days.
- E. **Request for Conference.** Within ten days of receipt of written notice for an unacceptable CTR program, the County or employer may request a conference to discuss the department's decision. This conference shall be scheduled during the Department's standard business ~~County official~~ hours.
- F. **Implementation of CTR Program Modifications.** If the County proposes modifications to an affected employer's CTR program due to the CTR program's unacceptability, the affected employer shall have 30 days to submit a revised CTR program that includes the proposed or other mutually agreed modifications.
- G. **Employer Intent to Modify.** The employer shall notify the County in writing of its intent to substantially change or modify its approved program. Within 30 days, the County will review the request. If found unacceptable, the County shall work collaboratively with the employer to design program modifications likely to result in improvements to the program over an agreed upon length of time.
- H. **Leadership Program Certificate.** Employers will be provided the opportunity to ~~who meet at least one goal will receive recognition a Commute Trip Reduction Certificate of Leadership~~ from the County for outstanding performance.

10.50.100 Enforcement and Penalties.

- A. **Compliance.** For purposes of this Chapter, compliance shall mean fully implementing all provisions in an approved CTR program or is determined to have made a good faith effort as defined in RCW 70A.15.4050 70.94.534(2) and this Chapter.



- 1 B. **Violations.** The following constitute violations of this Chapter:
2 1. Failure to develop and/or submit a complete program by the applicable deadlines as
3 stated in this Chapter.
4 2. Failure to implement an approved CTR program by the applicable deadlines as
5 stated in this Chapter.
6 3. Failure to modify an unacceptable CTR program by the applicable deadlines as
7 stated in this Chapter.
8 4. Failure of an affected employer to identify itself to the department within 60 days of
9 the effective date of this Chapter.
10 5. Failure of a newly affected employer to identify itself to the department within 30 days
11 of becoming an affected employer.
12 6. Failure to submit quarterly and annual reports by the applicable deadlines as stated
13 in this Chapter.
14 7. Failure to complete the survey measurement by the applicable deadlines as stated in
15 this Chapter.
16 8. Failure to maintain CTR Program records.
17 9. Intentionally submitting fraudulent or false information, data and/or survey results.
- 18 C. **Penalties.**
19 1. **Civil Infraction.** Any affected employer who violates any provision of this Chapter
20 shall be subject to a Class 1 civil infraction citation pursuant to the provisions of
21 County Code.
22 2. **Penalty Amount.** The penalty for a Class 1 civil infraction is \$250.00 per day,
23 pursuant to County Code.
24 3. **Penalty Accrual.** Penalties will begin to accrue following the official date of notice
25 from the County. In the event that an affected employer appeals the imposition of
26 penalties, the penalties will not accrue during the appeals process. Should the
27 Hearings Examiner decide in favor of the appellant, all or a portion of the monetary
28 penalties will be dismissed.
29 4. **Union Negotiations.** An employer shall not be liable for civil penalties if failure to
30 implement an element of a CTR program was the result of an inability to reach
31 agreement with a certified collective bargaining agent under applicable laws where
32 the issue was raised by the employer and pursued in good faith. Unionized
33 employers shall be presumed to act in good faith compliance if they:
34 a. Propose to a recognized union any provisions of the employer's CTR program
35 that is subject to bargaining as defined by the National Labor Relations Act; and
36 b. Advise the union of the existence of the statute and the mandates of the CTR
37 program approved by the County and advise the union that the proposal being
38 made is necessary for compliance with RCW 70A.15.4000 through RCW
39 70A.14.4110-70.94.521-551 and this Chapter.
40 5. **Violation Notification.** Whenever the Department makes a determination that an
41 affected employer is in violation of this Chapter, the County shall notify the employer in
42 writing.
43
44



1 **10.50.110 Appeals of Administrative Decisions.**

- 2 A. **Appeals.** Any affected employer may appeal administrative decisions of the Planning
3 and Public Works Director or designee regarding modification of goals, modification of
4 CTR program elements, and penalties to the Pierce County Hearing Examiner pursuant
5 to Chapter 1.22 PCC, Pierce County Hearing Examiner Code. Appeals shall be filed
6 within 30 days of the administrative decision.
- 7 B. **Criteria.** The Hearing Examiner will evaluate employers' appeals of administrative
8 decisions by determining whether the department's decisions were consistent with CTR
9 Law, Washington Administrative Code Chapter 468-63 and this Chapter. An appeal may
10 be granted if the employer can show:
- 11 1. That the violation for which the penalty was imposed occurred for reasons beyond
12 the control of the employer.
 - 13 2. That the measures that the department directed the employer to incorporate into its
14 CTR program are unlikely to reduce ~~drive alone~~ the proportion of SOV trips or VMT
15 per employee.
- 16 C. **Judicial Appeal.** An affected employer may appeal any decision of the Hearing
17 Examiner to the Pierce County District Court and any such appeal shall be limited to the
18 record made before the Examiner.
19

20 **10.50.120 Commute Trip Reduction Program for Employees of Pierce County**
21 **Government.**

22 In accordance with the CTR Efficiency Act under RCW 70A.15.4000 through RCW
23 70A.15.4110-70.94.521-551, the County will implement a Commute Trip Reduction Program for
24 employees of Pierce County government. A copy of the County's CTR program can be obtained
25 from the Pierce County Planning and Public Works Department.
26

