



City Council Regular Meeting Amended* Agenda

Refer to the bottom of the agenda for meeting information.

Tuesday, May 20, 2025

6:00 PM

Council Chambers and Online

1. Call to Order

2. Roll Call

3. Pledge of Allegiance

4. Land Acknowledgement

We, the City of Lacey, are on the ancestral land of the Tribal People of the Treaty of Medicine Creek, including the Nisqually Indian Tribe and Squaxin Island Tribe. We acknowledge and remember those Tribal People not recognized today who were absorbed or relocated into other tribes for survival. We recognize the ancestors and their descendants who are still here. We recognize and respect the Tribal People of the Treaty of Medicine Creek as the traditional stewards of this land since time immemorial and their role today in taking care of these lands in perpetuity. We recognize and have the responsibility to call attention to the histories of dispossession, forced removal, and abridged treaty rights that allowed our nation, state, and city to develop as they have today. We recommend that community members read the Medicine Creek Treaty of 1854.

5. Approval of Agenda and Consent Agenda Items

- A. Worksession minutes of April 22, 2025
- B. Informational Dinner minutes of May 6, 2025
- C. Council minutes of May 6, 2025
- D. Approval of payment of claims, wages, and transfers for April 10, through May 9, 2025.
- E. Council Work Plan

6. Public Recognitions and Presentations

- A. **2025 Washington State Boys and Girls Club Youth of the Year - Kurt Cavalier**
Shellica Trevino, CEO Boys and Girls Club of Thurston County
- B. **Lacey Youth Council Report**
Lacey Youth Council Representatives

7. Public Comment

Refer to the bottom of the agenda for instructions on how to provide public comment.

8. Ordinances

- A. **Ordinance 1677: Commute Trip Reduction Local Plan Adoption**
Scott Egger, Public Works Director

9. Mayor's Report

- A. ~~LEOFF 1 Disability Board Reappointment – Lenny Greenstein~~
~~*Item removed on May 15, 2025~~
- B. ~~LEOFF 1 Disability Board Reappointment – Michael Steadman~~
~~*Item removed on May 15, 2025~~

10. City Manager's Report

- A. **Legislative Session Update**
Brian Enslow, State Government Affairs Consultant
- B. **Lacey Museum Annual Report**
Erin Quinn Valcho, Museum Curator
Jen Burbidge, Parks, Culture, and Recreation Director
- C. **Community Development Block Grant Update**
Shannon Kelley-Fong, Assistant City Manager
Michelle Chavez, Human Services Coordinator

11. Council Reports

- A. Mayor Andy Ryder:
 - 1. Mayors' Forum
 - 2. Thurston Chamber Shared Legislative Committee
 - 3. Transportation Policy Board (TPB)
- B. Deputy Mayor Malcolm Miller:
 - 1. Economic Development Council (EDC)
 - 2. Lodging Tax Advisory Committee (LTAC)
 - 3. Thurston County Coalition Against Trafficking (TCCAT)
 - 4. Joint Animal Services Commission (JASCOM)
- C. Councilmember Lenny Greenstein:
 - 1. Emergency Medical Services (EMS)
 - 2. TCOMM911
 - 3. Opioid Abatement Council Independent Subcommittee
- D. Councilmember Michael Steadman:
 - 1. Nisqually River Council
 - 2. Thurston County Law & Justice Council
 - 3. Olympic Region Clean Air Agency (ORCAA)

E. Councilmember Carolyn Cox:

1. LOTT Clean Water Alliance
2. Regional Housing Council
3. Intercity Transit Authority

F. Councilmember Robin Vazquez:

1. Thurston Climate Mitigation Collaborative
2. Thurston Regional Planning Council (TRPC)

G. Councilmember Nicolas Dunning:

1. Thurston Thrives
2. Solid Waste Advisory Committee (SWAC)
3. Olympia-Lacey-Tumwater Visitor & Convention Bureau (VCB)

12. Worksession

A. **Comprehensive Plan Workshop: Economic Development**

Vanessa Dolbee, Community and Economic Development Director
Sarah Schelling, Current Planning & Economic Development Manager
Wesley Nguyen, Economic Development Coordinator

B. **Comprehensive Plan Workshop: Transportation**

Vanessa Dolbee, Community and Economic Development Director
Ryan Andrews, Community Planning Manager
Hans Shepherd, Senior Planner
Steven Goodsell, Transportation Engineer, Fehr & Peers

C. **Comprehensive Plan Workshop: Utilities**

Vanessa Dolbee, Community and Economic Development Director
Ryan Andrews, Community Planning Manager

13. Adjourn

Attendance and Public Comment

Attend Remote or In-Person

The public may attend the meeting in-person, or you may view or listen to the meeting using one of the following platforms:

In-Person Council Chambers at Lacey City Hall
 420 College Street SE, Lacey, WA 98503

Zoom: https://us02web.zoom.us/webinar/register/WN_R5hPHjO9T3ytnAO5iLpBnA

Website: <https://cityoflacey.org/government/public-meetings/>

Facebook: <https://www.facebook.com/cityoflacey>

YouTube: https://www.youtube.com/watch?v=Y7d_tn5zSHQ

Cable: Channel 77 with your local cable provider

Phone: (888) 788-0099 or (877) 853-5247 (Webinar ID 816 0791 4576)

Verbal Public Comment

Each speaker is limited to three minutes. Comments are welcome on matters connected to City business or specific agenda items. **Because state law (RCW 42.17A.555) prohibits the use of public facilities to promote or oppose any ballot measure, public comment for or against the Lacey Metropolitan Park District cannot be accepted at this meeting.**

Prior to starting your comments, please provide your:

- a. Name
- b. City of residence or connection to the City
- c. Topic or subject matter of your comments

Those wishing to provide verbal public comment may do so in-person or by Zoom:

In-Person: Use the sign-up sheet located in the Council Chambers.

Zoom: Preregister using the following Zoom link no later than two hours prior to the meeting:
https://us02web.zoom.us/webinar/register/WN_R5hPHjO9T3ytnAO5iLpBnA

Instructions and access details will be provided once registration is complete.

Written Public Comment

Public comments may also be submitted by email to PublicComment@cityoflacey.org. The commenting period will close two hours before the meeting time. Written comments will be provided to the City Council electronically prior to the meeting. Comments will not be addressed during the Council meeting; however, comments received will be added to the official record.



Lacey City Council Worksession Minutes

Tuesday, April 22, 2025

Council Chambers and Online

1. Call to Order

Mayor Ryder called the meeting to order at 6:00 p.m.

2. Roll Call

Council Present

Mayor Andy Ryder

Deputy Mayor Malcolm Miller

Councilmember Lenny Greenstein

Councilmember Michael Steadman (present after 6:31 p.m.)

Councilmember Carolyn Cox

Councilmember Robin Vazquez

Councilmember Nicolas Dunning (remote)

Staff Present

Rick Walk, City Manager

Shannon Kelley-Fong, Assistant City Manager

Dave Schneider, City Attorney

Troy Woo, Finance Director

Sarah Schelling, Current Planning & Economic Development Manager

Ty Keltner, Communications Manager

Veronica Hand, Equity and Inclusion Program Manager

Jenny Bauersfeld, Community Relations Specialist

Michelle Chavez, Human Services Coordinator

Donna Feliciano, Communications Specialist

John Koch, Digital Media Production Specialist

Peyton Griffin, Communications Intern

Paul J. White, Deputy City Clerk

3. Land Acknowledgement

Mayor Ryder presented the abbreviated Land Acknowledgement.

4. Approval of the Agenda

Councilmember Greenstein moved to approve the agenda. Deputy Mayor Miller seconded. The motion carried.

5. Public Comment

No one signed up to speak at the meeting in person or remotely, and no written comments were received.

6. Agenda Items

A. Community & Economic Development Update

Sarah Schelling, Current Planning & Economic Development Manager

Schelling presented the Annual Development Update, noting statistics on land use and permitting, and providing progress updates on specific projects. Schelling pointed out that the number of land-use permits is not necessarily reflective of the number of dwelling units in development.

Councilmember Steadman was present after 6:31 p.m.

Schelling reported that no projects currently in development include an affordable housing component and clarified where multi-family tax exemptions apply in the city.

B. Human Services Grant Program Update

Michelle Chavez, Human Services Coordinator

Chavez summarized the 2025 Human Services Grant Program purpose, budget, priorities, and commission recommendations. Proposed program changes included capping grant awards for public service programs at \$35,000 and limiting applications to one per agency. The schedule for the 2025 grant program was presented. Program requirements and administrative needs for the Human Services Grant Program and the Capital Development Grant Program were discussed.

Councilmember Vazquez moved to approve the updated Human Services Grant Program policy, application, and rubric, as presented. Councilmember Cox seconded.

Councilmember Steadman moved to amend the motion to cap the maximum award for both capital and public service grants at \$50,000. Councilmember Greenstein seconded. Motion to amend carried.

The question recurred on the main motion, as amended. Motion carried, as amended.

C. Communications Plan Update

Ty Keltner, Communications Manager

Veronica Hand, Equity and Inclusion Program Manager
Jenny Bauersfeld, Communications Relations Specialist
Donna Feliciano, Communications Specialist
John Koch, Digital Media Production Specialist
Peyton Griffin, Communications Intern

The Communications Plan Update was presented. Progress was described for the following key deliverable actions:

- Implementing a city intranet for internal communications
- Improving management of community requests for service and information through the LaceyWorks community request management system
- Improving communication with external stakeholders, such as through the Community Academy
- Launching of website subscription services
- Progress toward consistent and effective city branding and style guidelines
- Coordination of media to refine messaging and achieve a unified voice for the City
- Increasing community engagement through social media
- Preparation to conduct multi-faceted community outreach, including conducting statistically valid, biennial community satisfaction surveys
- Improve City accessibility through language access resources, diversity, equity, inclusion, and belonging activities, and launch of Lacey TV 77

D. 2025 Budget Amendment Update

Troy Woo, Finance Director

Woo summarized the proposed changes to the 2025 budget and responded to councilmember questions. The proposed amendment amounts to approximately \$5.5 million and will be presented for adoption, by ordinance, at a subsequent City Council meeting.

E. For/Against Committee Appointments Metropolitan Park District Ballot Measure

Mayor Andy Ryder

Dave Schneider, City Attorney

Schneider reported on the process for submitting a Lacey Metropolitan Park District (MPD) ballot measure for the August 5, 2025, general election. To this end, the City adopted Resolution 1166 on April 1, 2025. Pursuant to RCW 29A.32.280, the City appoints committees of no more than three members each to prepare statements for and against the ballot measure for the voter's pamphlet. Should the City fail to appoint the committees, the County Auditor's Office would be responsible for doing so. The committee recruitment closed on April 18, 2025. Recommended appointments are as follows:

"For" Committee: Rachel Murata, Mark Brown, and Wendy Goodwin
"Against" Committee: Charles Beck and Cassandra Wyckoff
Committee statements will be due to the Thurston County Elections Division by May 9, 2025.

Mayor Ryder moved to approve the committee appointments as recommended. Councilmember Cox seconded. Motion carried.

7. Adjourn

Mayor Ryder adjourned the meeting at 8:57 p.m.

DRAFT



City Council Informational Dinner Meeting Minutes

Tuesday, May 6, 2025

Lacey City Hall, Community Room

1. Call to Order

Deputy Mayor Miller called the meeting to order at 4:37 p.m.

2. Roll Call

Council Present

Deputy Mayor Malcolm Miller

Councilmember Lenny Greenstein

Councilmember Michael Steadman (present after 5:08 p.m.)

Councilmember Carolyn Cox

Councilmember Robin Vazquez

Councilmember Nicolas Dunning

Council Excused

Mayor Ryder

Staff Present

Rick Walk, City Manager

Elissa Fontaine, City Clerk

3. Land Acknowledgement

Deputy Mayor Miller presented the abbreviated Land Acknowledgement.

4. Approval of the Agenda

Councilmember Greenstein moved to approve the agenda. Councilmember Vazquez seconded. The motion carried.

5. Discussion on Local and Regional Matters

Discussion ensued on the following topics:

1. Meeting structure of the May 13, 2025, Joint Meeting with North Thurston Public School Board of Directors

2. Olympia-Lacey-Tumwater Visitor & Convention Bureau (VCB) budget and structure
3. Voting representation on intergovernmental boards
4. Thurston Regional Planning Council Executive Director vacancy
5. Joint Animal Services dispatch data
6. Review of the "Jungle" homeless camp in coordination with Jay Burney, City of Olympia City Manager
7. Purple Heart Foundation efforts and the Gold Star Memorial
8. Community member recognition efforts
9. Maple Court transitional housing
10. Update on the Police Station project budget and timeline
11. Target grand opening of Greg Cuoio Park

No final action was taken per Lacey City Council Policies and Procedures, Chapter 7.01.

6. Adjourn

Deputy Mayor Miller adjourned the meeting at 5:47 p.m.



City Council Regular Meeting Minutes

Tuesday, May 6, 2025

Council Chambers and Online

1. Call to Order

Deputy Mayor Miller called the meeting to order at 6:00 p.m.

2. Roll Call

Council Present

Deputy Mayor Malcolm Miller
Councilmember Lenny Greenstein
Councilmember Michael Steadman
Councilmember Carolyn Cox
Councilmember Robin Vazquez
Councilmember Nicolas Dunning

Council Excused

Mayor Andy Ryder

Staff Present

Rick Walk, City Manager
Dave Schneider, City Attorney
Robert Almada, Chief of Police
Vanessa Dolbee, Community and Economic Development Director
Ryan Andrews, Community Planning Manager
Hans Shepherd, Senior Planner
Jennifer Adams, Housing Coordinator
Elissa Fontaine, City Clerk

3. Pledge of Allegiance

Deputy Mayor Miller led the Pledge of Allegiance.

4. Land Acknowledgement

Deputy Mayor Miller presented the abbreviated Land Acknowledgement.

5. Approval of Agenda and Consent Agenda Items

- A. Approval of the minutes of April 8, 2025
- B. Approval of the minutes of April 15, 2025
- C. Approval of payment of claims, wages and transfers for April 7-25, 2025.

Councilmember Greenstein moved to approve the agenda and consent agenda. Councilmember Vazquez seconded. The motion carried.

6. Public Recognitions and Presentations

A. Retirement of Police Commander Jim Mack

Rick Walk, City Manager

Deputy Mayor and Council commended Commander Jim Mack on his retirement after 35 years of service to the Lacey Police Department. Mack was present to accept the commendation.

7. Proclamations

A. Bicycle Month

Duncan Green, Intercity Transit

Deputy Mayor Miller and Council proclaimed May 2025, as Bicycle Month. Duncan Green, Intercity Transit, accepted the proclamation remotely.

B. Asian American Pacific Islander Heritage Month

Brian Lock, Asian Pacific Islander Coalition of South Puget Sound

Deputy Mayor Miller and Council proclaimed May 2025, as Asian American Pacific Islander Heritage Month. Mustafa Mohamedali, Asian Pacific Islander Coalition of South Puget Sound representative, was present to accept the proclamation.

8. Public Comment

Verbal Public Comment

Two (2) people signed up to speak at the meeting.

Alidani Naipo, a Lacey resident, commented on the Asian American Pacific Islander Heritage Month Proclamation and native Hawaiian history within the community.

Benjamin Baker, a Lacey resident, commented on Hawaiian civic clubs within the community.

No one registered to speak remotely.

Written Public Comment

Two (2) written public comments were received.

9. Mayor's Report

- A. Human Services Commission Appointment: Lester Dickson

Deputy Mayor Miller moved to appoint Lester Dickson to the Human Services Commission. Councilmember Greenstein seconded. The motion carried.

10. City Manager's Report

- A. City Council Workplan

The Work Plan provides a strategic and transparent guide for major City initiatives. The City will be moving from a two-year Work Plan period, to an annual Work Plan to better align with the City's budget cycle and to more effectively direct resources to key initiatives. The Council completed a comprehensive review and set goals and priorities during the two-day Council Retreat in January 2025. Using the Council's direction at the conclusion of the retreat, a draft work plan was constructed. Walk presented a review of the draft City Council Work Plan and requested feedback. Discussion ensued.

Council expressed support in scheduling the adoption of the draft Work Plan as presented at a future meeting.

11. Council Reports

- A. Mayor Andy Ryder:

1. Mayors' Forum
2. Thurston Chamber Shared Legislative Committee
3. Transportation Policy Board (TPB)

Mayor Ryder was excused and no reports were provided.

- B. Deputy Mayor Malcolm Miller:

1. Economic Development Council (EDC)
2. Lodging Tax Advisory Committee (LTAC)
3. Thurston County Coalition Against Trafficking (TCCAT)
4. Joint Animal Services Commission (JASCOM)

Deputy Mayor Miller provided reports from the EDC and JASCOM.

- C. Councilmember Lenny Greenstein:

1. Emergency Medical Services (EMS)
2. TCOMM911
3. Opioid Abatement Council Independent Subcommittee

Councilmember Greenstein provided a report from the Opioid Abatement Council Independent Subcommittee.

D. Councilmember Michael Steadman:

1. Nisqually River Council
2. Thurston County Law & Justice Council
3. Olympic Region Clean Air Agency (ORCAA)

Councilmember Steadman did not provide any reports.

Councilmember Steadman commended Gary Naipo, a retired City employee, for his years of service and contributions to the Lacey community.

E. Councilmember Carolyn Cox:

1. Lacey-Olympia-Tumwater-Thurston Clean Water Alliance (LOTT)
2. Regional Housing Council
3. Intercity Transit Authority

Councilmember Cox provided reports from the Intercity Transit Authority, LOTT, and Regional Housing Council.

F. Councilmember Robin Vazquez:

1. Thurston Climate Mitigation Collaborative (TCMC)
2. Thurston Regional Planning Council (TRPC)

Councilmember Vazquez provided a report from the TRPC and shared an observation regarding bicycle lanes within city limits.

G. Councilmember Nicolas Dunning:

1. Thurston Thrives
2. Solid Waste Advisory Committee (SWAC)
3. Olympia-Lacey-Tumwater Visitor & Convention Bureau (VCB)

Councilmember Dunning provided reports from SWAC and VCB.

The meeting recessed at 7:21 p.m. and reconvened at 7:32 p.m.

12. Worksession

A. **Comprehensive Plan: Land Use and Housing Elements**

Vanessa Dolbee, Community and Economic Development Director
Ryan Andrews, Community Planning Manager

Hans Shepherd, Senior Planner
Jennifer Adams, Housing Coordinator

The Growth Management Act (GMA) requires cities to review and update their Comprehensive Plan and associated development regulations, at least once every ten years. Andrews and Shepherd advised that the draft goals and policies of the Land Use Element are intended to address relevant changes in the GMA and respond to changes in land use and population growth. Shepherd outlined rezoning requests, submitted by the community, and a draft Future Land Use Map. The Future Land Use Map has been developed to better illustrate the vision and goals of the community while working to streamline permitting applications and review timelines.

Adams presented revisions to the Housing Element, reflecting requirements mandated by new state laws: HB 1220, HB 1110, HB 1337, HB 1998 and ESSSB 5258. The presentation included key themes, goals, and policies, and emphasized continued collaboration with the community, advisory boards, and stakeholders. Discussion ensued.

The Land Use and Housing Element drafts will be refined based on Council feedback. The Council will continue to receive updates and opportunities to provide guidance on the elements. Once a draft Comprehensive Plan has been developed, it will be shared with the community. Community engagement is expected to begin in Summer 2025.

13. Adjourn

Deputy Mayor Miller adjourned the meeting at 9:13 p.m.



LACEY CITY COUNCIL MEETING

May 20, 2025

SUBJECT: Disbursement Approval

RECOMMENDATION: By motion, approve payment of claims, wages, and transfers.

STAFF CONTACT: Troy Woo, Finance Director *TW*
Alix Turcotte, Senior Accountant *AT*
Carrie Bode, Accounting Technician *CB*

ORIGINATED BY: Finance Department

BACKGROUND:

The action requested of the City Council is by motion to approve payment of claims, wages and transfers for 4/10/2025 through 5/9/2025. The disbursements consist of the following:

Checks:	<u>Week of</u>	<u>Beg. Check No.</u>	<u>End. Check No.</u>	<u>Amount</u>
	*4/30/2025	279584	279588	4,598.75
	5/2/2025	279589	279656	274,105.80
	5/9/2025	279657	279780	2,346,775.75

Electronic Transfers:	<u>Week of</u>	<u>Amount</u>
	4/10/2025	21,275.65
	4/25/2025	420.00
	4/25/2025	56,657.23
	4/28/2025	219.20
	*4/28/2025	438,652.08
	4/29/2025	51,852.96
	*4/30/2025	21,769.77
	*4/30/2025	2,015,069.93
	5/1/2025	94,112.50
	5/2/2025	2,492,422.26
	5/2/2025	5,128.89
	5/5/2025	165.70
	5/6/2025	104,942.27
	5/8/2025	10.00
	5/9/2025	2,445,309.52

*Disbursements for employee out-of-pocket deductions and employee benefits.

Payroll:	<u>Month End</u> 4/30/2025	<u>Wages</u> 2,229,055.48
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Significant Disbursements:

<u>Vendor</u>	<u>Amount</u>	<u>Description</u>
US Bank	\$ 56,657.23	Credit Card Charges
Olympia-CARPFD	\$ 51,852.96	April 2025 CARPFD
US Bank	\$ 94,112.50	Debt Service Interest
Forma Construction Co.	\$ 2,262,557.17	New Police Station
Heritage Bank	\$ 107,078.97	Forma Construction Co.
Thurston Cty Public Health	\$ 80,507.16	Regional Housing Council
Department of Revenue	\$ 104,942.27	April 2025 Excise Taxes
Badger Meter, Inc.	\$ 70,424.33	Large Water Meters
Datec, Inc.	\$ 425,491.48	MCT Refresh/Toughbooks
KMB Architects, Inc.	\$ 55,072.24	Police Facility
Lott Wastewater Alliance	\$ 212,040.23	April 2025 Lott Reserve Capacity
Lott Wastewater Alliance	\$ 1,352,954.24	April 2025 ERU's
McClure & Sons, Inc.	\$ 434,323.17	S10 Generator, Well Pump
Midway Underground, LLC	\$ 1,666,256.55	Greg Cuoio Park-Phase 1A
Thurston County Public Works	\$ 120,790.03	Traffic Mitigation Fees



LACEY CITY COUNCIL MEETING

May 20, 2025

SUBJECT: Adoption of the 2025 Lacey City Council Work Plan

RECOMMENDATION: Move to approve the adoption of the 2025 Lacey City Council Work Plan.

STAFF CONTACT: Rick Walk, City Manager *RW*
Sadie Siglin, Management Analyst *SS*

ORIGINATED BY: City Manager's Department

ATTACHMENTS:

1. DRAFT- 2025 Lacey City Council Work Plan
2. 2025 Council Work Plan Staff Report 05.06.25
3. 2025 Draft Council Work Plan Presentation 05.06.25

FISCAL NOTE: None for the adoption of the Work Plan. Each work plan priority has staffing and financial resource needs for implementation.

PRIOR REVIEW: City Council Retreat- January 30 and 31, 2025
City Council Meeting- May 6, 2025

BACKGROUND: The Work Plan provides a strategic and transparent guide for major City of Lacey (City) initiatives. The Lacey City Council (Council) adopted the 2022–2024 Work Plan on September 15, 2022. With the end of the 2022-2024 Work Plan period, a review process has been conducted to align Council initiatives and community-driven needs, identify existing and new priorities for updating the Work Plan.

At the May 6, 2025, Council Meeting Council reviewed the draft 2025 Work Plan, see **Attachment 1**. Councilmembers reviewed an overview of the 2025 Work Plan updates including:

- Updated Mission Statement language.
- Refined Goals Areas.
- Review of priority projects and programs, how they are structured, and annual planning strategy.
- Financial planning goals.

See **Attachment 2** and **Attachment 3**.

After discussion, City Council directed staff to finalize the draft plan for approval on the consent agenda



LACEY CITY COUNCIL 2025 WORK PLAN

SHAPING OUR COMMUNITY TOGETHER

Adopted May 20, 2025

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ACKNOWLEDGEMENTS

City Council

Andy Ryder, Mayor
Malcolm Miller, Deputy Mayor
Lenny Greenstein
Michael Steadman
Carolyn Cox
Robin Vazquez
Nicholas Dunning

Executive Team

Rick Walk, City Manager
Shannon Kelley-Fong, Assistant City Manager
Dave Schneider, City Attorney
Troy Woo, Finance Director
Leialani Su'e, Human Resources Director
Robert Almada, Chief of Police
Jennifer Burbidge, Parks, Culture, and Recreation Director
Vanessa Dolbee, Community and Economic Development Director
Scott Egger, Public Works Director

City Staff

Nicole Williams, Executive Assistant to the City Manager
Shannon Bell, Executive Assistant, Community and Economic Development
Sadie Siglin, Management Analyst
Elissa Fontaine, City Clerk
John Koch, Digital Media Production Specialist
Donna Feliciano, Communications Specialist
Peyton Griffin, Communications Intern
With the combined support of the entire City of Lacey staff.

Consultant

Nancy Campbell, Campbell Consulting



VISION, MISSION, THEMES, MOTTO

Mission Statement

Our mission is to enrich the quality of life in Lacey for all by building a welcoming, inclusive, and secure community. The Council, in collaboration with the public, is committed to fostering community pride, advancing economic development, planning for the future, and preserving and enhancing our environment.

Motto

Shaping Our Community Together

WORK PLAN PROCESS

The following provides a brief overview of the Work Plan process:



Phase I: Council Interviews

Before the 2025 City Council (Council) retreat, each councilmember met one-on-one with the facilitating Consultant to discuss their individual desired retreat goals and outcomes, review City accomplishments, identify communication preferences, and short-term priorities for the City.



Phase II: Council Retreat

The Council convened for a two-day retreat focused on the following goals:

- Enhance understanding of the Council and City Manager's working styles.
- Create agreements on how the Council will work together moving forward.
- Review and confirm strategic themes, priorities, and the 2025 Work Plan.
- Identify critical work periods that will require Council and staff focus in 2025.
- Identify future potential Work Plan items for 2026.
- Begin exploring future financial strategies and capital project funding.
- Further discuss and provide direction on a potential Metropolitan Park District.



Phase III: Worksession Discussion

During the Council Meeting on May 6, 2025, councilmembers reviewed and discussed the draft 2025 Work Plan.

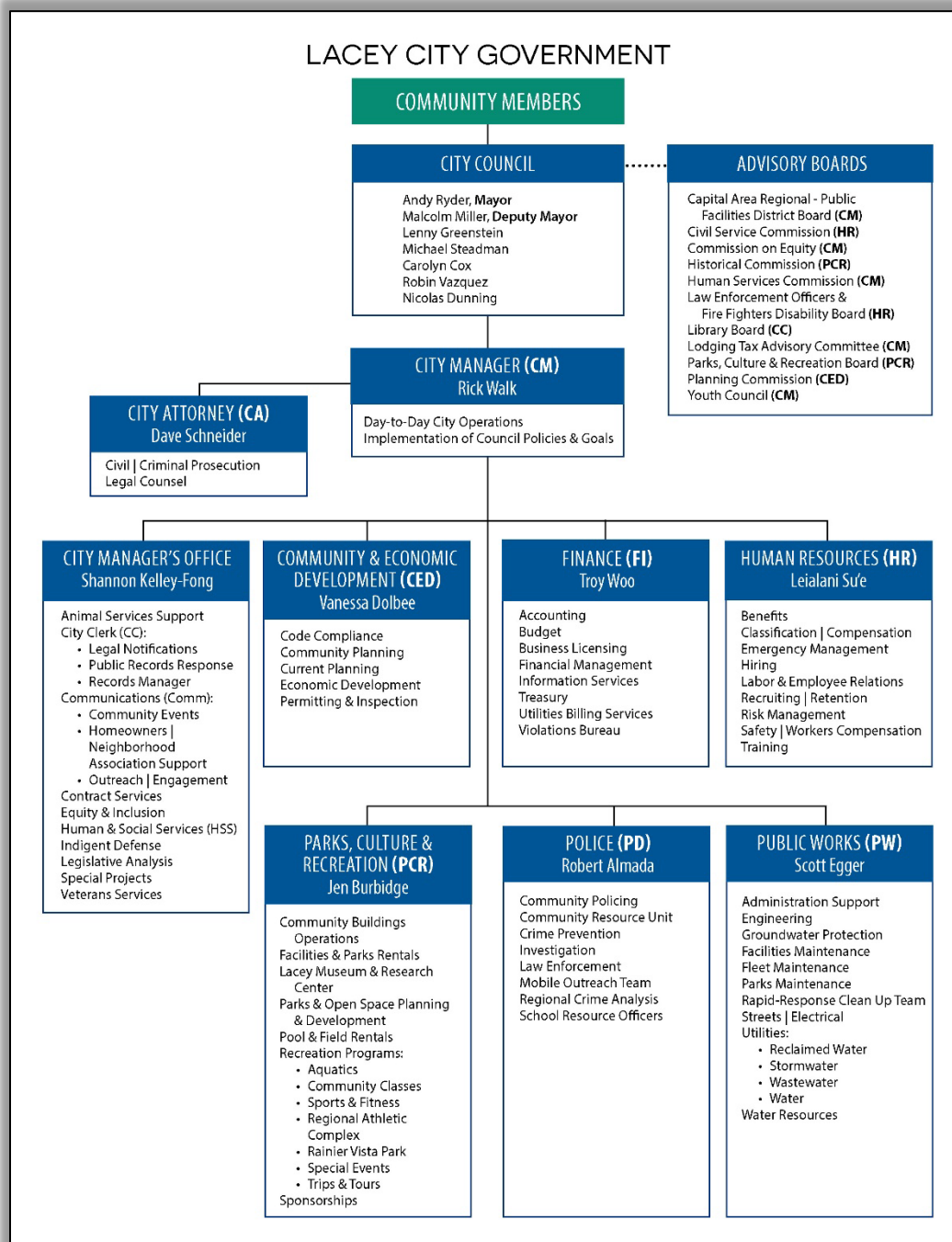


Adoption of Work Plan

On May 20, 2025, the Lacey Council adopted the 2025 Work Plan.

ORGANIZATIONAL FRAMEWORK

The City achieves its goals by aligning the efforts of its departments. Each department is responsible for delivering essential, statutorily required, and routine services, programs, and projects. The vast majority of City staff resources are dedicated to these day-to-day operations, with the limited remaining capacity available to focus on new or emerging priorities. Balancing essential functions and identified priorities with financial and staff resources is a continuous effort.



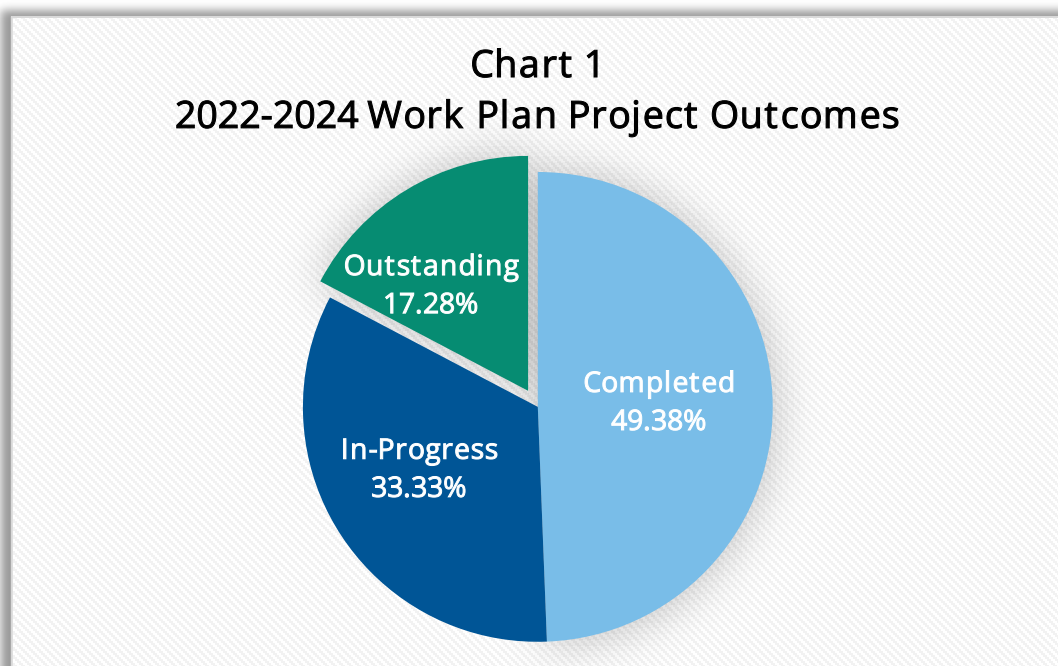
2022–2024 WORK PLAN REVIEW

At the retreat, the Council received an update on the status of the priority projects and programs outlined in the 2022-2024 Work Plan. The Council and staff have been diligent, effective, and dedicated to executing the priorities of the 2022-2024 Work Plan. Of the 81 priority projects and programs, 67 projects were initiated, with 40 successfully completed, and 27 remained in progress. A few key initiatives that were completed include:

- Establishment of the food truck plaza and night market at the Depot.
- Creating the CDBG entitlement and Human Services Grant Program.
- Launching the Lacey 311 system (Lacey Works).
- Development of a legislative agenda program.
- Continued City and property owner-led annexations.
- Amended Neighborhood Commercial Zoning District regulations.
- Expanded communications programs and efforts.
- Expanded City Electric Vehicle (EV) infrastructure and fleet.
- Groundbreaking and construction of the new Police Station.
- Implementation of a new employee recruitment program.
- Expanded public art, including the utility wrap program and installation of the Gold Star Memorial Monument.

See **Appendix A** for a complete list of 2022-2024 Work Plan completed initiatives.

Fourteen priorities have not advanced or have been placed on hold due to factors such as cost, staff capacity, delayed start or completion of the initial phase, or readiness of critical partners outside the City's control. **Chart 1** provides an overview of 2022-2024 outcomes.



2025 WORK PLAN OVERVIEW

The Work Plan outlines the 2025 City of Lacey (City) priority projects and programs based on the outcome of the Council Retreat. These initiatives have been designated as priorities by the Council.

Projects and programs are grouped by type:

- **Capital Projects:** Large-scale, long-term investment in physical assets such as infrastructure, buildings, or major equipment to improve or expand facilities, transportation systems, utilities, and/or public services.
- **Studies and Evaluation:** The status of projects and programs before implementation (planning), during execution (monitoring), or after completion (evaluation).
- **Community Partnerships:** Collaborative relationships between organizations that work together toward shared goals benefitting the community.
- **Operational Framework:** The structured system that outlines how the City functions to achieve its goals.

The status of each project or program is visually displayed with a progress bar.

Lead Department

Each project or program is led by a designated department, but its success relies on the coordinated support and shared resources of all departments.

Anticipated Completion

Each project or program is developed with a target completion date to promote consistent progress, to the extent possible, and achieve the highest quality outcome. Some initiatives are identified as mandated and are undertaken to fulfill external regulatory requirements and ensure compliance.



Goal Areas

Goal areas organize the City's priorities into categories that reflect the focus of the Council's vision for the community. These goal areas help guide planning, align and allocate resources, and track progress. They also allow community members to clearly see how identified priorities shape the City's services, development, and overall quality of life.

During its 2025 retreat, the Council restructured and redefined the goal areas to better align with the community's needs and sentiments.



CONNECT

Create and maintain a comprehensive infrastructure system that connects people and places.



BALANCE

Balance growth with protecting our environment.



SERVE

Providing Excellent, People-Centered Services.



CREATE

Be the Place to Play, Live, Work, and Gather.



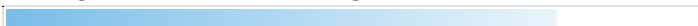
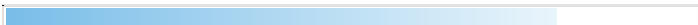
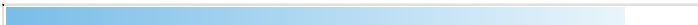
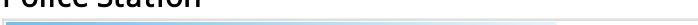
UNITE

Building a Community of Safety and Belonging.

Goal areas are highlighted throughout the Work Plan to show how each project and program supports and advances these strategic priorities.

2025 WORK PLAN PRIORITY PROJECTS & PROGRAMS

Following an assessment of the 2022-2024 Work Plan and priority-setting discussions, the Council provided direction to include the following outlined items in the 2025 Work Plan. Councilmembers determined that, given the many high-priority projects currently underway and the limitations of staffing levels and available resources, adding new initiatives would likely require removing existing projects or securing additional funding and staffing. No new items were added to the Work Plan and Council will evaluate opportunities for new revenue sources throughout the year.

LEAD DEPT		PROJECTS AND PROGRAMS	ANTICIPATED COMPLETION	CONNECT 	BALANCE 	SERVE 	CREATE 	UNITE 
Capital Projects								
1	PW	College & 7th RAB 	2028					
2	PW	College & 16th RAB 	2030					
3	PW	College & 29th RAB Design 	2035					
4	PW	College Street Extension Project 	2027					
5	PCR	Greg Cuoio Park Phase 1A 	2025					
6	PD	Police Station 	2025					
7	PCR	RAC Phase III Development 	2028					
8	PW	Willamette & Campus Glen RAB Construction 	2025					

LEAD DEPT		PROJECTS AND PROGRAMS	ANTICIPATED COMPLETION	CONNECT 	BALANCE 	SERVE 	CREATE 	UNITE 
Studies and Evaluation								
1	CED	Annexation Study 	2025					
2	CED	Comprehensive Plan 	2026 Mandated					
3	CM	Conduct a Biennial Community Survey 	2025					
4	CED	Development Regulations 	2026					
5	PCR	Greg Cuoio Park: Identify Funding Source for Future Phases 	2025					
6	CED	Incorporate TCMP Recommendations: Lacey Plans and Development Regulations 	On-Going					
7	CED	Martin Way Corridor Study 	2025					
8	PCR	Museum & Cultural Center: Funding Strategy & 5-Year Plan 	2025					
9	CED	Supportive Housing Acquisitions: Mullen Road Property 	2025					
10	CM	Utility Wrap Program Phase I 	2025					

LEAD DEPT		PROJECTS AND PROGRAMS	ANTICIPATED COMPLETION	CONNECT 	BALANCE 	SERVE 	CREATE 	UNITE 
Community Partnerships								
1	PCR	Commercial Family Entertainment Recreation: Recruitment 	On-Going					
2	CED	Economic Initiatives: Business Retention Expansion Program and Recruitment 	On-Going					
3	CM	Nisqually Tribe Collaboration 	On-Going					
4	HR	Recruitment & Retention: Enhance Outreach Efforts and Organizational Development 	On-Going					
5	PCR	Young Child & Family Center Partnership 	On-Going					
Operational Framework								
1	HR	AFSCME Collective Bargaining: Contract Negotiation 	On-Going Mandated					
2	HR	Assess & Improve Recruitment Life Cycle Process 	On-Going					
3	HR	Continue Employee Labor Relations 	On-Going					
4	CM	Design and Implement Intranet System to Bolster Internal Communications 	2025					

POTENTIAL FUTURE WORK PLAN ITEMS

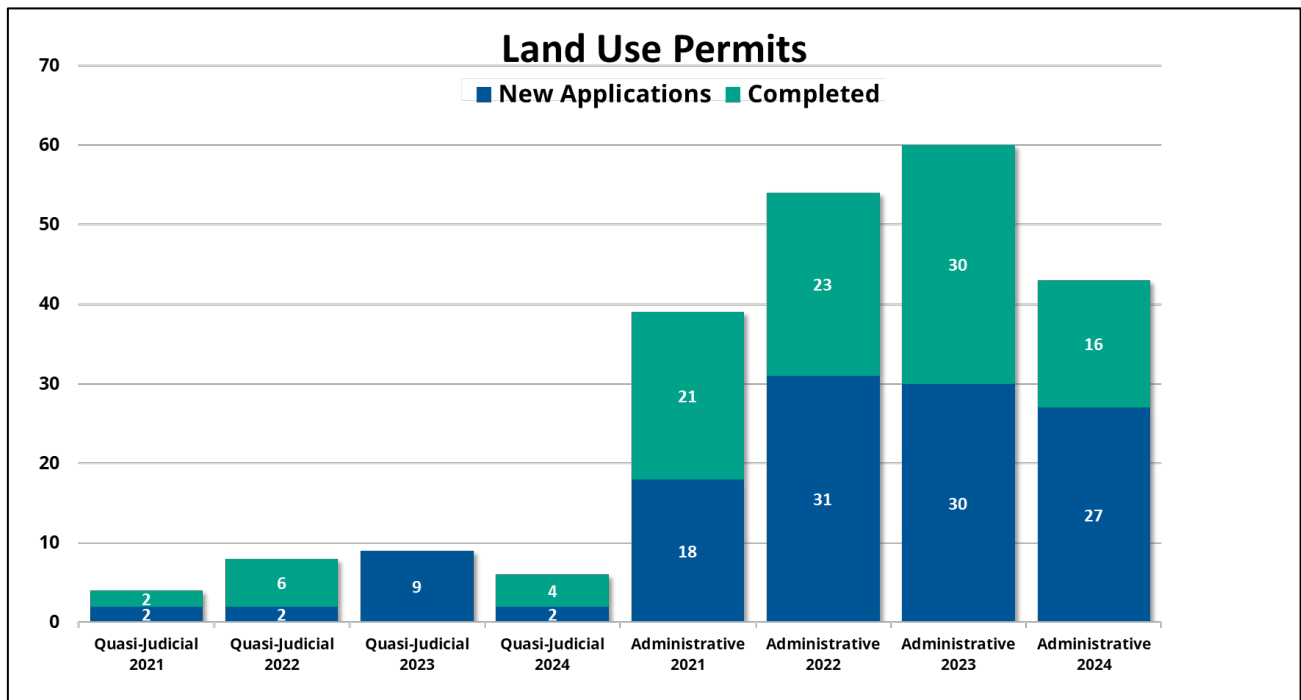
At the retreat, the Council agreed the following projects and programs remain important, though resources are not available in 2025. The Council is committed to revisit these items through the development of future budget and Work Plan processes.

POTENTIAL FUTURE WORK PLAN PROJECTS & PROGRAMS
4th Ave SE Connection
Annexations: Update Annexation Policies
Banner Program: Mid-Town Phase II
Enhance Cultural Community Programming: Increase Communication and Outreach
Greg Cuoio Park: Commence Phase 1B and Other Phases
Human Services Plan: Leverage City Surplus Properties for Social Services
Implement New Document Management System
Incubator Projects: Partner with SMU on Incubator Framework
Indoor Sport Facility
Public Art Program Implementations
Response Plan: Homeless Response Plan
Sister City Program
SMU Baseball Stadium
Solid Waste RPF/ Franchise
SPSCC Tuition Program
UGA Permitting
Utility Wrap Programs Phase II
Workforce Programs: Develop Workforce Academy Curriculum with WRA, EDC, SPSCC

2025 RETREAT REVIEW

Development Trends

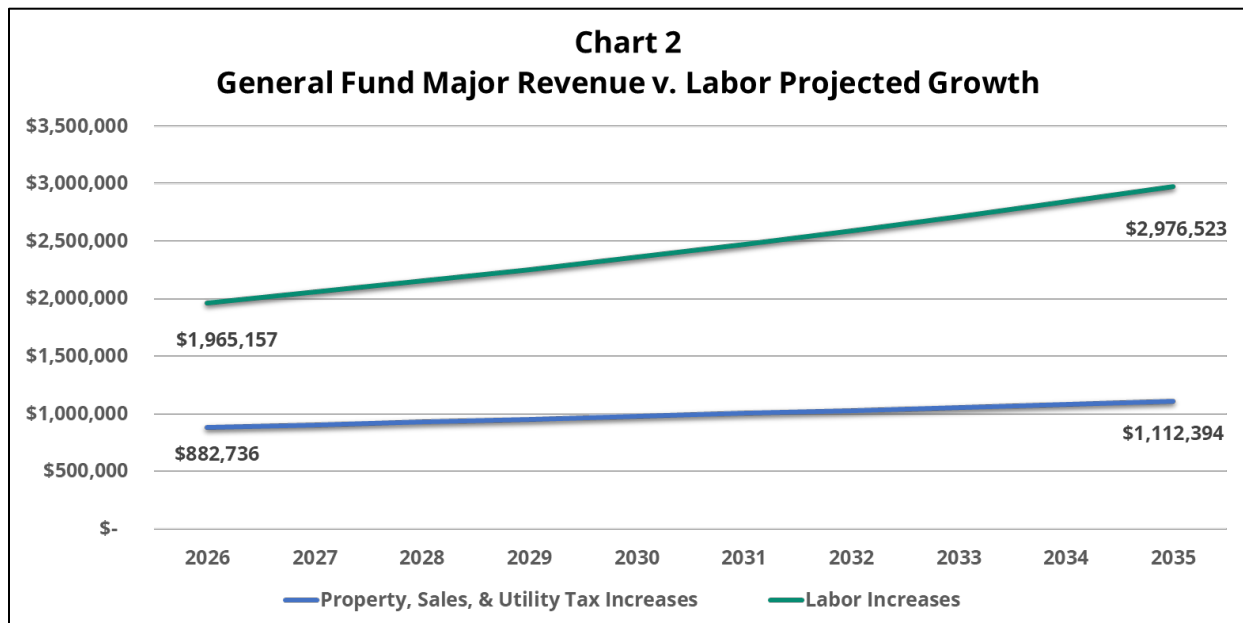
The Council reviewed both historical and projected development trends. The City has experienced rapid growth, reaching a population of 60,240 in 2025. This growth is driven by significant residential and industrial development. Much of the available land within city limits has been developed and the City is now transitioning from a fast-growing city to a maturing community. As a result, the City is expected to see a plateauing of new land use activity, commercial and industrial permitting, and housing starts. Based on these trends, the City is likely to see a significant decrease in the rate of growth. For a comprehensive review of the Development Trends and Revenue Forecast presented at the 2025 Council Retreat, refer to **Appendix B**.



General Revenue & Expenditure Projections

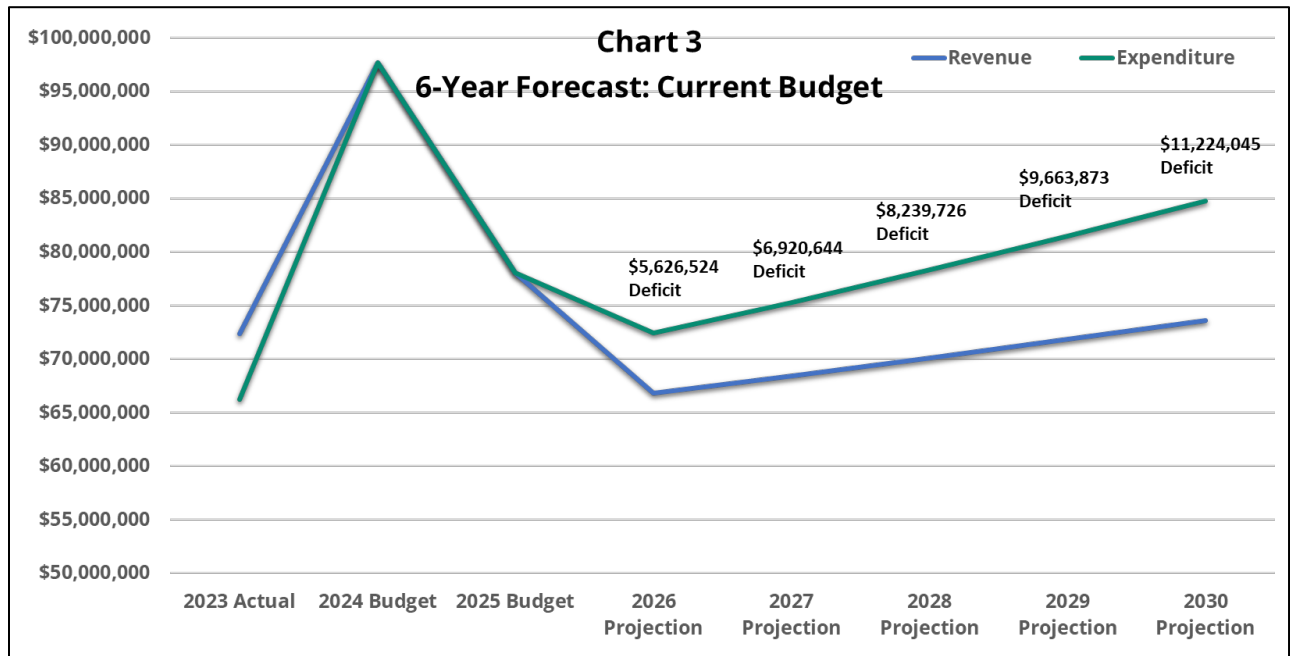
The Council reviewed revenue and expenditure projections for 2025. While revenues have shown steady year-over-year growth, even without significant expansion to retail brick-and-mortar, expenditure increases have remained consistent and are projected to outpace revenues in the coming years.

The largest expenditure category is labor. A notable example is the 15% increase in labor costs the City has faced over the last two years. During the same period, revenues increased nearly 6%. With staffing levels remaining unchanged, the labor cost increase is projected to be 4% for salaries and 6% for benefits year-over-year, driven by wage and benefit adjustments. **Chart 2** displays projected labor growth alone in comparison to all of the general fund's major tax categories' growth.

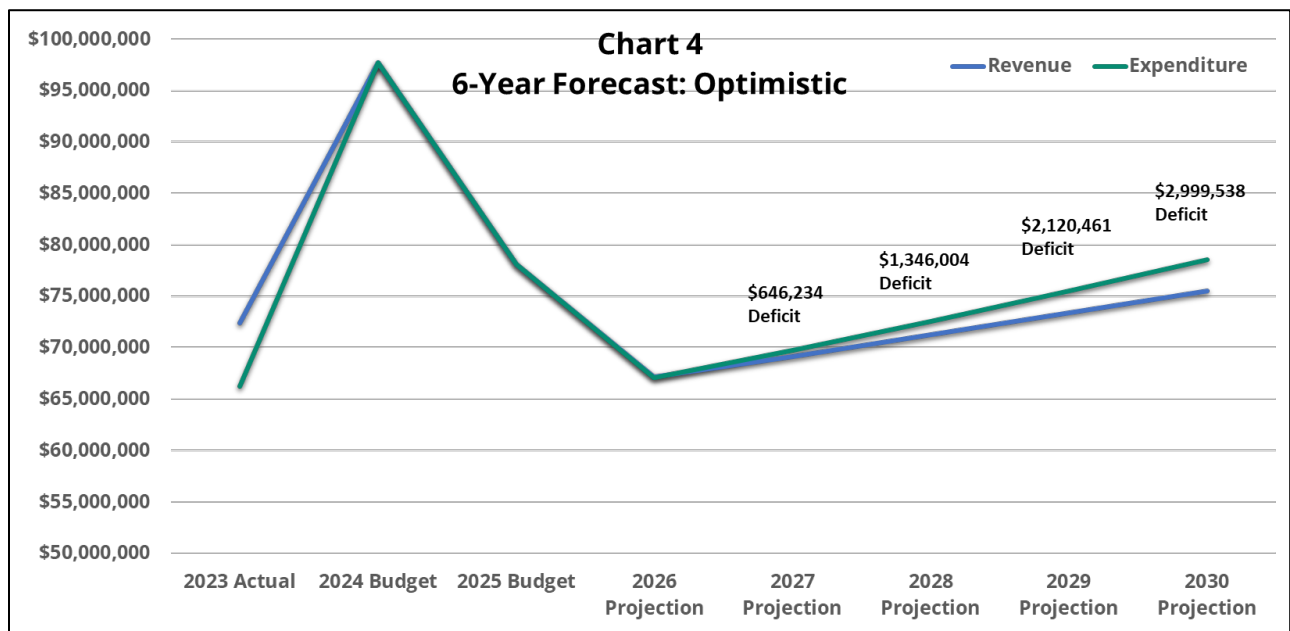


Given this information, the Council reviewed six-year financial forecasts for four separate potential outcomes. All four models do not include consideration of new public defense standards, or maintenance and operation of the new police station and training facility, Greg Cuoio Park, or the Regional Athletic Complex Phase III.

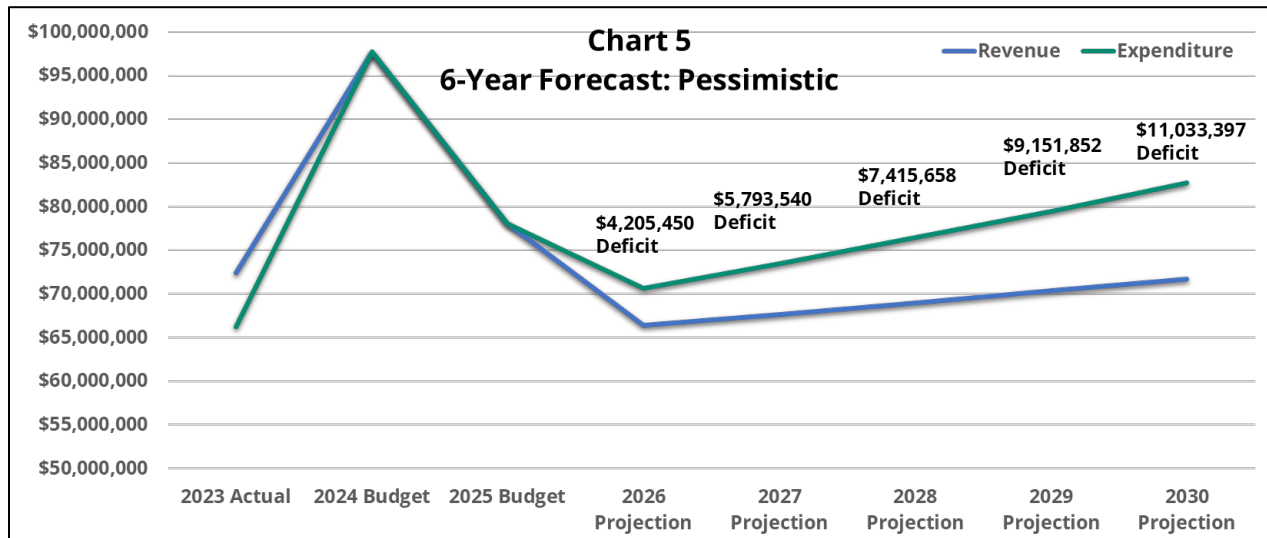
Current Budget Forecast: This model assumes 100% of the expenditure budget spent and 2% revenue growth. The six-year forecast is displayed in **Chart 3**.



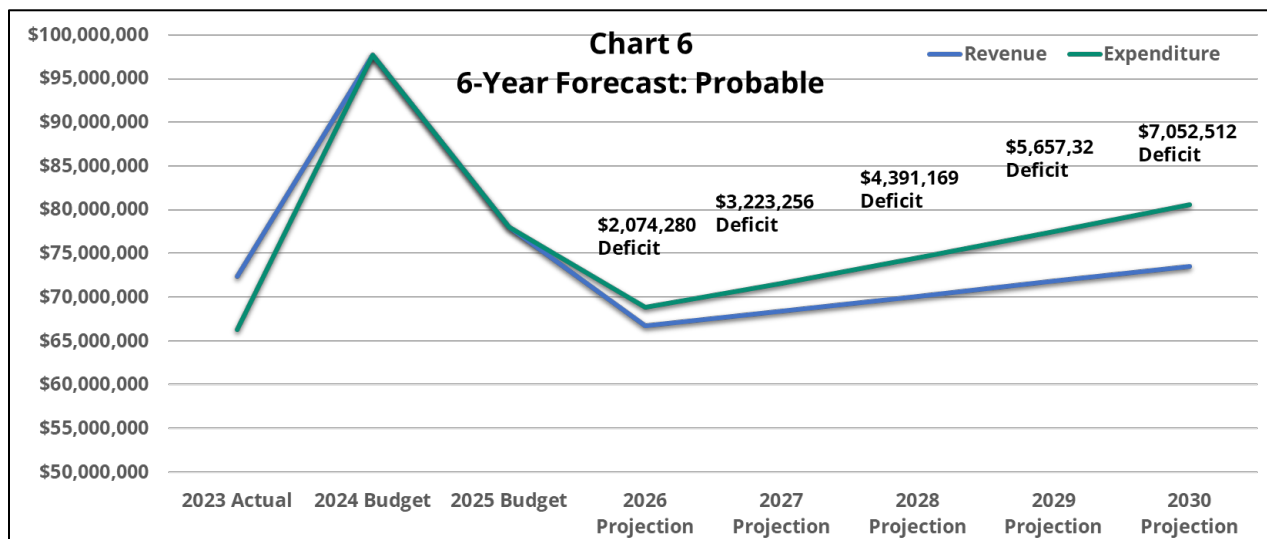
Optimistic Budget Forecast: This model assumes 92.5% of the expenditure budget is spent and higher revenue growth of 3%. The six-year forecast is displayed in **Chart 4**.



Pessimistic Budget Forecast: This model assumes 97.5% of the expenditure budget is spent and a lower revenue growth of 1%. The six-year forecast is displayed in **Chart 5**.



Probable Budget Forecast: This model follows historical trends and assumes 95% of the expenditure budget is spent and revenue growth of 2%. The six-year forecast is displayed in **Chart 6**.



All four financial forecasts indicated that without new revenue sources or adjustments to current services, City expenditures will exceed projected revenues including budget deficits by 2027. Forecasts also indicate by 2030, the annual shortfall between expenditures to revenues is projected to range from \$3 million, to over \$11 million.

Financial Planning

Building on the foundation of the six-year financial forecasts, the Council participated in a revenue exploration exercise to identify potential future revenue sources. Through this process, the Council identified revenue opportunities in two primary categories: (1) encouraging private investment through the expansion of commercial brick-and-mortar development, and (2) considering adjustments or expansions to existing taxes and fees. From this exercise and subsequent discussion, the Council identified the following potential revenue sources for further exploration:

- **Economic Investment Strategy:** Review potential City investments to incentivize private development.
- **Economic Development Strategy:** Develop a five-year strategy to attract private development.
- **Business and Occupation Taxes (B&O):** Explore the addition of Warehousing and Manufacturing B&O Tax collection.
- **Franchise Fees:** Examine solid waste contracts and franchise agreements to ensure alignment with current market rates.
- **Gambling Tax:** Explore increasing the Gambling Tax rate.
- **Gambling Tax:** Consider adjustments to land use restrictions to expand opportunities for gaming activities.
- **Lodging Taxes:** Explore adjustments to funding priorities and distribution.
- **Public Records Fees:** Update and expand fees for qualifying public records requests.
- **Technology Fees:** Explore implementation of convenience fees to support the maintenance of permitting systems.
- **Utility Taxes:** Consider adjustments to utility taxes, planned for early 2026.

The Council also conducted a prioritization exercise to assess the fiscal impacts of upcoming capital projects. This analysis showed that, regardless of how high a priority these projects are, completing any of these capital projects in the coming years would likely require additional revenue sources. Without these new revenue streams, the City would require a considerable amount of time to build up the reserves needed to fund these projects.

In preparation for future financial planning discussions, the Council requested additional information on revenue sources and how Lacey's financial position compares to other Washington cities.

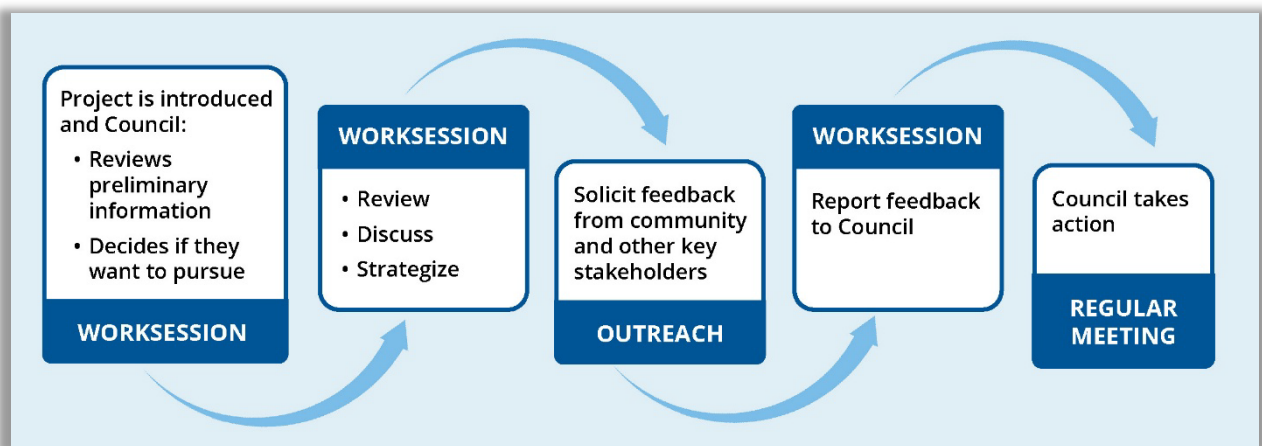
Throughout 2025, the Council will meet and continuously assess Capital Improvement planning and potential revenue sources in depth. The anticipated timeline for review is:

ANTICIPATED REVIEW TIMELINE FOR POTENTIAL REVENUE SOURCES	
QUARTER 1, 2025	• Economic Investment Strategy • Metropolitan Park District
QUARTER 2, 2025	• Economic Development Strategy
QUARTER 3, 2025	• Technology Fees • Public Records Fees
QUARTER 4, 2025	• B&O Taxes • Gambling Taxes • Franchise Fees • Determine action for potential revenue sources
Quarter 1, 2026	• Implement revenue strategies • Utility Taxes

Discussions on potential revenue sources will include consideration of:

- Revenue comparisons with other, like-kind, Cities.
- Evaluation of current rates.
- General overview of the revenue landscape.
- Review of current estimated potential revenue.
- Compliance with State and other mandated requirements.

This flowchart illustrates the policy review process. Depending on the specific project, certain steps may be condensed or expanded.



Metropolitan Park District

The Council continued to review and discuss the potential for a Metropolitan Park District (MPD) aligned with the current Lacey city limits boundaries. The Council discussed the potential MPD at council meetings on these dates:

Meeting	Summary
December 17, 2024 Regular Meeting	• Council received a briefing of the Parks Improvement Funding Workgroup recommendation.
January 14, 2025 Worksession	• Council received a review of the current funding structure for Parks, Culture, and Recreation programs. • Council received a briefing of the Parks Improvement Funding Workgroup recommendation. • Council received an overview of potential Parks Capital Improvement Programs and Projects. • Council received presentation outlining a 10-Year financial projection of the impacts of the a potential MPD. • Council received a briefing on considerations for potential election preparations.
January 30 & 31, 2025 Council Retreat	• Council received an overview of a potential MPD.
March 4, 2025 Worksession	• Council reviewed potential levy amounts. • Council received an overview of potential Parks Capital Improvement Programs and Projects. • Council received an overview of the draft Communications Plan.
March 25, 2025 Worksession	• Council received an overview of a draft resolution to submit a proposition for approval or rejection of creation of an MPD. • Council received an overview of the Communications Plan, emphasizing neutral communication related to the potential MPD.
April 1, 2025 Regular Meeting	• Council adopted Resolution No. 1166.
April 25, 2025 Administrative	• The City filed Resolution No. 1166 with the Thurston County Auditor's Office.

The Lacey Council adopted Resolution No. 1166 on April 1, 2025, submitting a proposition on the August 5, 2025, general election ballot, asking for approval or rejection for creation of a Metropolitan Park District. Further discussion regarding the proposition for approval or rejection for creation of an MPD is closed for discussion while the proposition is an active ballot measure.

APPENDIX A

2022-2024 Work Plan Completed Projects and Programs
Annexations: Continue to Process City-Initiated Annexations
Annexations: Continue to Process Owner Initiated Annexations
Banner Program Phase I
Carpenter & Britton Pkwy RAB
CDBG Entitlement: Human Services Grant Program
CDBG Entitlement Program
Complete Non-Represented Position Compensation Study
Design and Implement Lacey 311 System
Development Regulations: Neighborhood Commercial Update
Economic Initiatives: BIPOC Business Programs
Economic Initiatives: Food Truck Plaza
Energy Efficiency Audit and Upgrade Program
Enhance Sports Events: City Shared Opportunities with Local Sports Clubs
Enhance Sport Events: Enhance Advertisement to Event Providers
Enhance Sports Events: LTAC Regional Workshop
EV for Lacey Fleet
Human Services Plan
Human Services Plan: Human Services Commission and Grant Program
Implement Non-Represented Position Compensation Study Findings
Interstate 5 and Nisqually Bridge Corridor
Legislative Agendas: Implement New Platform
LPOG Collective Bargaining
LPSMA Collective Bargaining
LPSU Collective Bargaining
MakerSpace Expansion
Public Art: Gold Star Memorial Monument Phase I
Public Art: Utility Wrap Program- Midtown
RAC: Steilacoom Rd Frontage Improvements
Recruitment: Applicant Interview Scoring Tools
Recruitment: Update Job Descriptions
Staff Support for Regional Climate Action Steering Committee
Staff Support for TCMP Phase 3 ILA
Staff Support for TCMP Phase 4 ILA
Supportive Housing Acquisitions: Franz Anderson Tiny Village
Supportive Housing Acquisitions: Maple Court Enhanced Shelter
Supportive Housing Acquisitions: Regional Coordination
Update Urban Forestry Plan
Update Development Regulations: Charging Stations
Volunteer Programs
Willamette & Campus Glen RAB Design

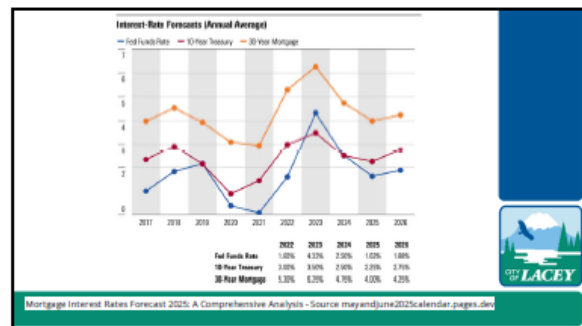
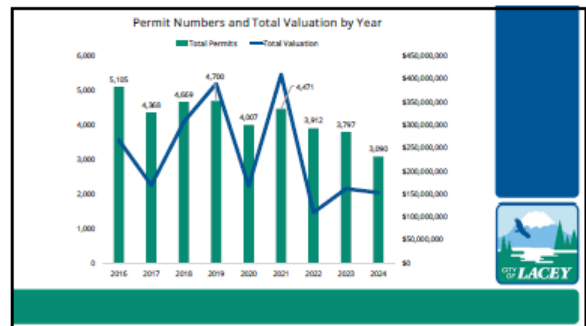
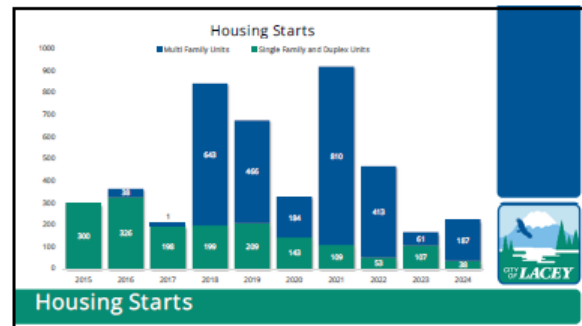
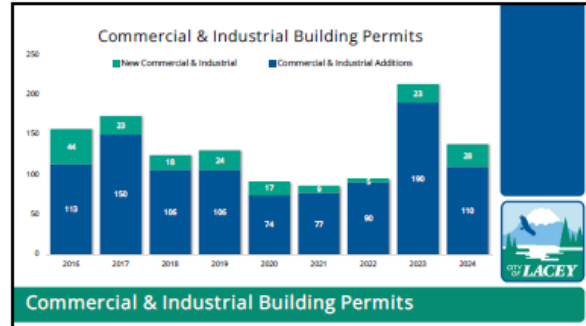
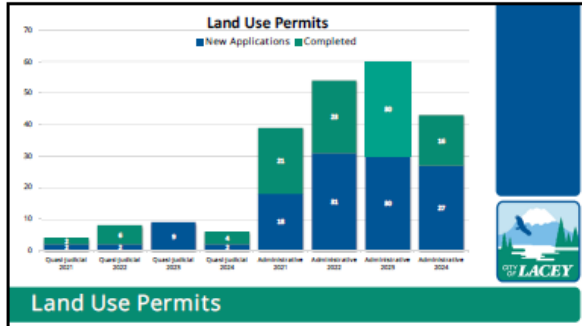
APPENDIX B

Appendix B contains a copy of Development Trends and Revenue Forecasts presented at the 2025 Council Retreat.

2025 City Council Retreat January 30-31, 2025



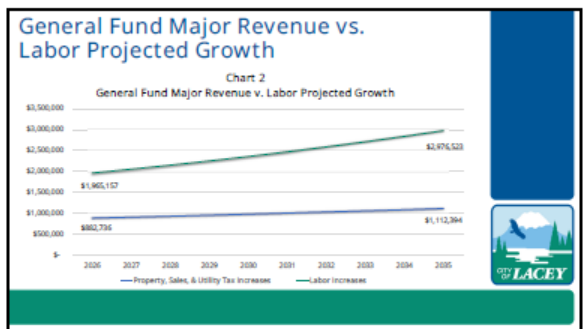
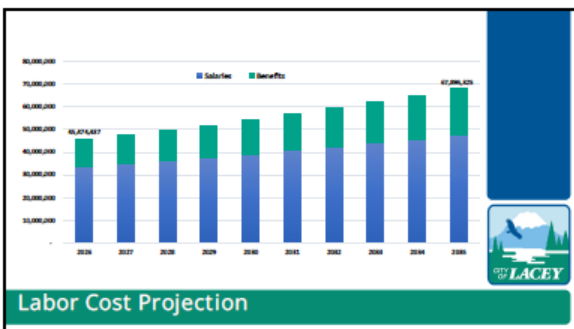
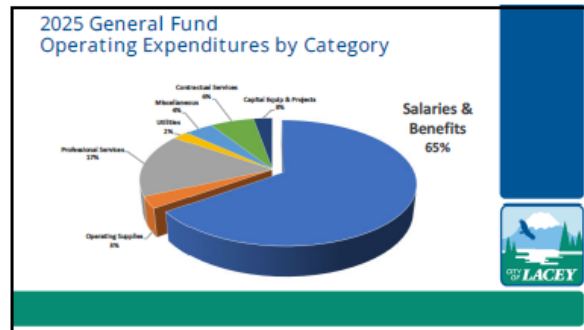
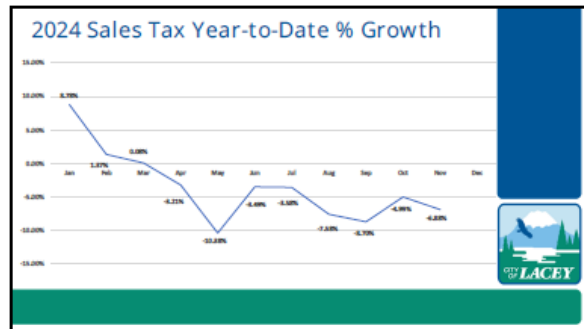
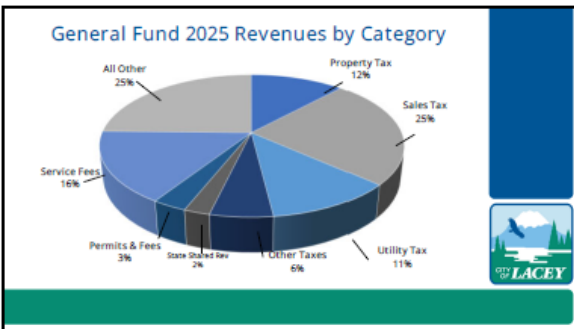
Development Trends



Revenue Projections



APPENDIX B- CONTINUED



General Government Reserves

Category (Not Flexible)	2024 Balance	2025 Use	2025 Balance
Restricted Reserves	15,024,973	-	15,024,973
Spent/Obligated/Partnership	14,056,990	(14,056,990)	-
Committed Operations	4,735,679	(2,419,601)	2,316,078
RAC Restricted (Flexible within Fund)	4,950,000	(3,053,000)	1,897,000
Transportation Restricted	23,810,741	(4,460,741)	19,350,000
Totals	62,578,383	(23,990,332)	38,588,051

APPENDIX B- CONTINUED

General Government Reserves

Maint./Oper. - Flexible?	2024 Balance	2025 Use	2025 Balance
Strategic Investment Program	2,500,000	(700,000)	1,800,000
7th Avenue & College St Roundabout	1,300,000	-	1,300,000
PCR - Trail System (Bike & Pedestrian)	250,000	-	250,000
PCR - Comprehensive Plan Priorities	100,000	-	100,000
PCR - Comprehensive Plan Priorities	300,000	-	300,000
Workspace/Remote Work Upgrades	200,000	-	200,000
City Facility Replacement	1,137,500	-	1,137,500
Community Building Repairs	450,000	(232,500)	217,500



General Government Reserves Cont.

Maint./Oper. - Flexible?	2024 Balance	2025 Use	2025 Balance
Insurance Deductibles	200,000	-	200,000
Community Building Furniture	42,500	-	42,500
Capital Equipment Replacement	263,157	(163,157)	100,000
Capital Equipment Replacement	850,000	(566,359)	283,641
Translation Technologies	50,000	-	50,000
Teleworking Technologies	250,000	-	250,000
Totals	7,893,157	(1,662,016)	6,231,141



Capital Facilities

Council Priorities	Funding Need	Gap	Other Sources
Cap. Plan Implementation	2,667,500	N/A	0
Cap. Facilities Projects	1,500,000	N/A	0
Animal Services	3,000,000	5,000,000	(2,000,000)
City Hall	822,500	5,000,000	(4,177,500)
Vacated Police Station	1,000,000	1,000,000	0
Shop Operations	0	80,000,000	(80,000,000)
Museum	550,000	13,000,000	(12,450,000)
Senior Services	350,000	3,200,000	(3,200,000)
White House	0	1,600,000	(1,600,000)
Total	9,890,000	108,800,000	(98,910,000)



6-Year Financial Outlook



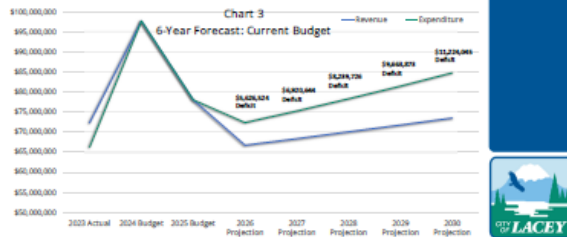
Projection Assumptions

Significant Drivers of 6-Year Outlook

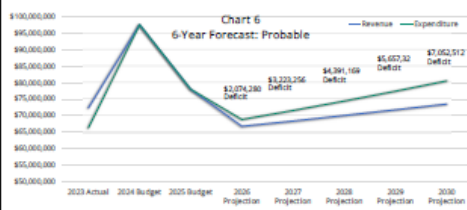
- Flatlined or less robust revenue growth
- Slowing Development - Approaching Buildout
- Inflationary increases for the cost of labor
- Wages +4.0% / Benefits +6.0%
- Less budget savings anticipated
- 2024 Labor 97.5% of budget (2022 - 85.5%)



6-Year Financial Model: 2026 Projection (Budget)



6 Financial Model: 2026 Projection (Probable)



Questions



APPENDIX B- CONTINUED

Staffing



Staffing Growth

98 New Positions Over the Last 10 Years



Current Staffing Needs?

2022-2025 Budget Process

- Requested – Not Approved: 27
- Capacity Need: 37
- Monitoring Budget for potential amendments
- Develop Staffing Strategy





LACEY CITY COUNCIL MEETING

May 20, 2025

SUBJECT: City of Lacey Commute Trip Reduction Four-Year Plan Update

RECOMMENDATION: Motion to “Approve Ordinance No. 1677 adopting the City of Lacey Commute Trip Reduction Four-Year Plan Update 2025-2029.”

STAFF CONTACT: Rick Walk, City Manager *RW*
Scott Egger, Public Works Director *SE*

ORIGINATED BY: Community and Economic Development Department

ATTACHMENTS:

- 1 – Ordinance No. 1677
- 2 - LMC Chapter 10.46 Commute Trip Reduction Plan
- 3 – Commute Trip Reduction Four-Year Plan Update 2025-2029
- 4 – 2009 City of Lacey CTR Plan
- 5 – 2023 TRPC CTR Survey Results

FISCAL NOTE: No Additional resources are necessary.

WORK PLAN GOAL AND STRATEGY Coordinated & Collaborative Planning – (B)(1)

PRIOR REVIEW: [City Council Worksession – April 8, 2025](#)
[Planning Commission – February 26, 2025](#)
[Planning Commission – October 23, 2024](#)

BACKGROUND:

Washington State's Commute Trip Reduction (CTR) Law was enacted in 1991 as part of the Clean Air Act to reduce traffic congestion, air pollution, and fuel consumption. This law requires large employers (100+ employees commuting during peak hours) to develop strategies that promote sustainable commuting. Employers must create and submit a CTR Program Report every two years to TRPC. Strategies that promote reduction in peak hour commutes include carpooling, transit, biking, walking, teleworking and various work shift alternatives such as 9/80 schedules.

Consistent with RCW 70A.15.4020, the City of Lacey is required to periodically review and, if needed, revise its Commute Trip Reduction (CTR) Plan. RCW 70A.15.4020 (5) states

“The commute trip reduction plans adopted by counties, cities, and towns under this chapter shall be consistent with and may be incorporated in applicable state or regional transportation plans and local comprehensive plans and shall be coordinated, and consistent with, the commute trip reduction plans of counties, cities, or towns with which the county, city, or town has, in part, common borders or related regional issues.” This section goes on to state “Counties, cities, or towns adopting a commute trip reduction plan shall review it annually and revise it as necessary to be consistent with applicable plans developed under RCW 36.70A.070. Regional transportation planning organizations shall review the local commute trip reduction plans during the development of the regional commute trip reduction plan.”

Thurston Regional Planning Council (TRPC) administers the CTR Program at the regional level. They are responsible for working directly with major employers to achieve CTR performance targets as set out within the plan. This includes 23 major employers within the City of Lacey. In addition to the planning requirements noted above, the City of Lacey is required to meet the CTR requirements set forth for large employers (100+ employees commuting during peak hours). The City of Lacey has a designated Employee Transportation Coordinator responsible for promoting commute trip reduction to individuals employed by the City of Lacey.

Lacey’s original CTR Plan was adopted under Ordinance No. 955 on January 28, 1993. Ordinance No. 955 was repealed and replaced by Ordinance No. 1153 which was passed by Council on February 22, 2000. Ordinance No. 1153 was repealed and replaced by Ordinance No. 1328 which was passed on May 28, 2009.

Veronica Jarvis and George Castillo from TRPC provided a full briefing on the proposed Commute Trip Reduction Plan Update at the Council Worksession on April 8, 2025.

Staff recommends approval of Ordinance No. 1677 adopting the City of Lacey Commute Trip Reduction Four-Year Plan Update 2025-2029.

NEXT STEPS:

Option 1: No changes. Adopt Ordinance No. 1677 as written

Option 2: Provide staff direction on edits to the draft for inclusion into the final Plan to be brought to a future regular meeting for consideration.

Option 3: Another action not currently listed above.

ORDINANCE NO. 1677

CITY OF LACEY

AN ORDINANCE OF THE CITY OF LACEY, WASHINGTON, RELATED TO THE COMMUTE TRIP REDUCTION PLAN FOR THE CITY OF LACEY; AMENDING SECTIONS 10.46.010 AND 10.46.020 OF THE LACEY MUNICIPAL CODE; AND APPROVING A SUMMARY FOR PUBLICATION.

WHEREAS, the Washington State Legislature enacted the Commute Trip Reduction (CTR) Law in 1991 to improve air quality, reduce traffic congestion and minimize energy consumption through employer-based programs under jurisdictional oversight, now codified under Chapter 70A.15 of the Revised Code of Washington (RCW); and

WHEREAS, the CTR Law requires local governments in certain urban areas to develop and implement plans to reduce the number of single-occupancy vehicle trips made by employees during peak commute hours; and

WHEREAS, the City of Lacey is designated as a jurisdiction required to implement a CTR Plan under RCW 70A.15.4020 and has demonstrated its commitment to reducing traffic congestion and improving environmental health through participation in the CTR program; and

WHEREAS, the City previously adopted the 2009 Commute Trip Reduction Plan by Ordinance No. 1328 to comply with the requirements of the CTR Law at the time; and

WHEREAS, changes in local conditions, state requirements, and updated goals necessitate the adoption of a new CTR Plan for 2025 to replace the 2009 Plan; and

WHEREAS, the 2025 CTR Plan has been developed in coordination with the Washington State Department of Transportation and other regional partners and reflects updated strategies, goals, and performance measures; and

WHEREAS, the City Council finds and determines adoption of this ordinance to be in the public interest and in the best interest of the City and its residents.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF LACEY, WASHINGTON, AS FOLLOWS:

Section 1. Section 10.46.010 of the Lacey Municipal Code is hereby amended to read as follows:

10.46.010 That certain document on file with the City Clerk and entitled ~~Commute Trip Reduction Plan for the City of Lacey 2009~~ City of Lacey Commute Trip Reduction Four-Year Plan Update: 2025- 2029 is hereby adopted as the Commute Trip Reduction Plan for the City required by RCW ~~70.94.527~~ 70A.15.4020.

Section 2. Section 10.46.020 of the Lacey Municipal Code is hereby amended to read as follows:

10.46.020 The Commute Trip Reduction Plan for the City of Lacey shall be applicable and enforced in the manner set forth in RCW ~~70.94.521-70.94.555~~ 70A.15.4000 through 70A.15.4110 and the definitions and requirements set forth in said sections shall be considered a part of said plan as adopted in Section 1 hereof.

Section 3. SEVERABILITY. If any section, sentence, clause or phrase of this ordinance should be held to be invalid by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or constitutionality of any other section, sentence, clause or phrase of this ordinance.

Section 4. CORRECTIONS. The City Clerk and the codifiers of this ordinance are authorized to make necessary corrections to this ordinance including, but not limited to, the correction of scrivener's/clerical errors, references, ordinance numbering, section/subsection numbers and any references thereto.

Section 5. The Summary attached hereto is hereby approved for publication.

PASSED BY THE CITY COUNCIL OF THE CITY OF LACEY, WASHINGTON, at a regularly called meeting thereof, held this ____ day of _____, 2025.

CITY COUNCIL

By: _____
Mayor

Approved as to form:

City Attorney

Attest:

City Clerk

SUMMARY FOR PUBLICATION

ORDINANCE NO 16__

CITY OF LACEY

The City Council of the City of Lacey, Washington, passed on _____, 2025, Ordinance No. 1677, entitled “AN ORDINANCE OF THE CITY OF LACEY, WASHINGTON, RELATED TO THE COMMUTE TRIP REDUCTION PLAN FOR THE CITY OF LACEY; AMENDING SECTIONS 10.46.010 AND 10.46.020 OF THE LACEY MUNICIPAL CODE; AND APPROVING A SUMMARY FOR PUBLICATION.”

The main points of the Ordinance are described as follows:

1. The Ordinance amends Lacey Municipal Code Sections 10.46.010 and 10.46.020 to update references to state law and align with the new CTR Plan.
2. The Ordinance approves this Summary for Publication.

A copy of the full text of this Ordinance will be mailed without charge to any person requesting the same from the City of Lacey.

Published: _____, 2025.

Chapter 10.46

COMMUTE TRIP REDUCTION PLAN¹

Sections:

10.46.010 Purpose

10.46.020 RCW Enforcement

10.46.010 Purpose.

That certain document on file with the City Clerk and entitled Commute Trip Reduction Plan for the City of Lacey 2009 is hereby adopted as the Commute Trip Reduction Plan for the City required by RCW [70.94.527](#). (Ord. 1328 §2, 2009).

10.46.020 RCW Enforcement.

The Commute Trip Reduction Plan for the City of Lacey shall be applicable and enforced in the manner set forth in RCW [70.94.521-70.94.555](#) and the definitions and requirements set forth in said sections shall be considered a part of said plan as adopted in Section 1 hereof. (Ord. 1328 §3, 2009).

¹ Ordinance No. [1153](#), adopting the County-wide Trip Reduction Plan, is repealed and replaced with Chapter [10.46](#) (Ord. [1328](#) §1, 2009).

The Lacey Municipal Code is current through Ordinance 1671, passed December 17, 2024.

Disclaimer: The City Clerk's Office has the official version of the Lacey Municipal Code. Users should contact the City Clerk's Office for ordinances passed subsequent to the ordinance cited above.

[City Website: CityofLacey.org](http://CityofLacey.org)

[Hosted by General Code.](#)

City of Lacey Commute Trip Reduction Four-Year Plan Update: 2025–2029

Benefits of CTR

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

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

Lacey is a city in southwestern Washington, located at the southern end of Puget Sound. As of 2024 the official population estimate for Lacey from the Washington State Office of Financial Management was 60,210. Lacey also has a large designated Urban Growth Area (UGA). With the UGA incorporated as planned over the next 20 years, Lacey's total population is projected to grow to 113,440 by 2045. Lacey's economic and transportation conditions are highly interconnected with its neighboring cities of Olympia and Tumwater – this tri-city metropolitan area has a collective population of close to 200,000 people.

While European settlement of the area dates back to the mid-1800s, Lacey was not officially incorporated until 1966, and its current land use reflects its development as a mostly suburban community dependent on automobile travel via a series of arterials and Interstate 5. A high proportion of resident's commute west to Olympia or north to Joint Base Lewis McChord (JBLM) and employers in Pierce and King counties. Portions of the city are developed as low-density residential – below four units per acre – with commercial development radiating along major arterials, including Martin Way, Pacific Avenue, College Street, and Marvin Road. Lacey also has numerous lakes and associated wetlands in its urban area that have influenced its development, as well as Woodland Creek, which runs south to north through the center of the city.

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

Lacey's land use plans and rapid population growth are driving the city toward greater urbanization and higher densities. Recent years have seen considerable industrial warehouse and residential development within the northeast Hawks Prairie area, a substantial increase in multifamily housing along commercial corridors (Martin Way, Pacific Avenue), and mixed-use development plans for the Woodland District. While this growth is being supported by expanded transit service, and greater emphasis on providing connected multimodal transportation infrastructure, these destinations are still fragmented or lacking in older areas of the city, and many Lacey residents are likely to continue to travel by car. Plans by the Nisqually Tribe to develop a major casino-

resort property in northern Lacey will also have an impact on transportation and land use in the future.

Upcoming transportation projects in the City of Lacey include:

- College & 7th Roundabout. Improves access to the Midtown District and improves pedestrian travel between Midtown and Saint Martins University.
- College & 16th Roundabout Project. Improves pedestrian and vehicular safety and multi-modal travel along College Street between Lacey Blvd and 18th Ave SE
- Marvin Road from Betti Ln to Columbia Drive: Widen Marvin Road to 5 lanes to Hawks Prairie Rd then transition to a 3-lane section, with bike lanes and sidewalks.
- Carpenter Road Widening from Martin Way to Britton Parkway: Widen roadway to 5 lanes with auxiliary turn lanes, bike lanes, sidewalks, and other urban amenities.
- Rainier Rd from Yelm Hwy to 66th Ave: Improve tapers and storage at intersection, adds bike lanes and sidewalks.
- Martin Way East Roadway Improvements: Access management, bike lanes, sidewalks, and other urban amenities.

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

- i. COVID-19 has shifted commuting patterns in Lacey, with many more workers having the option to telework. Lacey has also seen an influx of teleworkers from the Central Puget Sound region, due to its lower cost of housing. Demand on Lacey's streets seems likely to decrease during morning and evening peak commute times due to telework, and may increase during off-peak times. Lacey is also an attractive place to live for military personnel commuting to Joint Base Lewis McChord, a population who has fewer options for telework, so the city is likely to continue to see some volumes at typical commute times.

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

- Woodland District (Midtown) Plan: The City of Lacey established a downtown vision for the urban core area (Central Planning Area) of Lacey between College Street and the South Sound Shopping Center. Goals include developing strategies to achieve a well-connected grid of streets, mixed-use throughout the downtown, and walkable streets to foster a healthy and sustainable area.
- College Street Corridor Plan: The City of Lacey completed the College Street Corridor Study, which identifies the long-term transportation needs along the College Street Corridor between Lacey Boulevard and 37th Avenue SE. The recommended alternative proposes two travel lanes in each direction with a widened outside lane to provide space for commuting bicycles.
- Lacey Transportation System Analysis and Alternatives Evaluation: The City of Lacey completed the Lacey Transportation Systems Analysis and Alternatives Evaluation (LTSAAE), a detailed evaluation of the arterial and highway network. Based on this study, even with planned local improvements, it is expected that traffic flow and access to the interstate system will be constrained to unacceptable service levels.

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

- Mixed use and high-density developments along urban corridors, locating a series of new Neighborhood Commercial and Community Commercial zones located at strategic nodes throughout the area to provide commercial services within proximity of every neighborhood.
- A future non-motorized transportation plan has been identified as a priority to ensure that the city maintains existing and future plans for safe and convenient pedestrian and bicycle facilities including sidewalks, trails, and street crossings.
- Complete streets concepts will be refined and combined with transportation efficient land use policies, coordinated regional Commute Trip Reduction programs, and other demand management strategies.

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

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

Using CTR programs and strategies at Lacey worksites will help the city to maximize their current transportation system and build for the future. Lacey has emphasized and continues to emphasize a multimodal transportation system and increased transit-oriented development. Many of the City's streets include sidewalks and bicycle lanes, making non-motorized travel a viable alternative to cars. Current standards require non-motorized elements including bike lanes and sidewalks on all new or redeveloped portions of roadway, in order to close any gaps in the existing system and expand its network. Development standards and policies improve the walkability of the transportation network. Lacey also has committed to encouraging alternative modes of transportation through adoption of the Commute Trip Reduction Plan and implementation of regulations such as bicycle racks with most private development projects.

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

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

Lacey has adopted a regional climate targets. The regional targets are to reduce net communitywide greenhouse gas emissions 45% below 2015 levels by 2030 and 85% below 2015 levels by 2025. Every drive-alone commute trip that converts to transit, rideshare or a non-motorized mode eliminates the greenhouse gas emissions that would have been generated by that drive-alone trip.

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

According to the City of Lacey 2030 Transportation Plan, the city has a goal to minimize transportation impacts on the natural environment and the people who live and work in the city. The city also plans to develop a transportation system that supports compact, mixed-use development policies that curb the growth in miles of motor vehicle travel. Focusing on dense infill development will increase energy efficiency, reduce environmental impacts, and minimize greenhouse gas emissions that contribute to climate change. Using compact urban development, and non-motorized forms of transportation will encourage overall physical activity and community health in the city.

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

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

CTR programming in the region is well integrated into the City of Lacey's Comprehensive Plan transportation section. The goals and objectives noted below tie directly to those in the State CTR Draft Plan.

Lacey Comprehensive Plan

Goal: Making the transportation network operate as efficiently as possible, moving the city to a position that is less automobile dependent and is expected to increase the use and efficiency of other transportation options.

Objectives:

- Move people and goods.
- Improve air and water quality.
- Reduce greenhouse gas emissions.
- Strengthen the region's economy.
- Advance equity.
- Invest in neighborhoods.
- Foster innovation.

State CTR Draft Plan

Objectives:

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

Summary of mutual benefits:

- Reduce greenhouse gas emissions: The state and region both have the goal of reducing greenhouse gas emissions. Each commute trip that is shifted to a non-drive alone mode through the city's CTR program reduces greenhouse gas emissions.
- Improve delivery of CTR programs: The emphasis in the capital improvement plan on building out non-motorized network infrastructure will improve connections for all modes of travel. This in turn will make all the CTR actions more productive and easier to deliver. This benefit aligns with the region and state's CTR goals.
- Foster interagency collaboration: The requirements of the CTR program to consider state, regional and adjacent community goals naturally foster interagency collaboration which yields a more integrated and robust multimodal transportation system that better meets the travel needs of all residents.

b. List adjacent CTR-affected cities and counties.

Thurston County, Pierce County, City of Olympia, City of Tumwater.

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

jurisdiction.

- Travel to and from JBLM.
 - Lack of HOV system in Thurston County
 - Few choices of high-capacity transit into Thurston County.
- d. Describe the strategies you, adjacent cities and counties, and your region have agreed to use to address the top issues described in the previous bullet.
- High level of collaboration with Pierce County.
 - Robust vanpool program in Thurston and Pierce County to serve our region's commuters.
 - Discussed the benefits of HOV lanes with regional transportation officials.
 - Collaborated with TRPC and IT to encourage more high-capacity options in our city and region.

Performance targets

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

- a. List performance targets that reflect only CTR-affected worksites.
Drive Alone Rate of 50%.
- b. List any additional performance targets.
N/A

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

- a. For each performance target, provide the number you'll use as the baseline (or starting number). You'll measure the difference between this number and your results to report performance.
Recent CTR Survey Results for Lacey: Current Drive alone rate: 54.24%

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

- a. Provide the source for each base value listed.
The source is the CTR Survey.

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

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

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

- a. List all your CTR-affected sites.
- Amazon - OLM1
 - City of Lacey - City Hall/Operations
 - Panorama City Retirement Community - Administrative Office
 - South Puget Sound Community College - Lacey Campus
 - TwinStar Credit Union - Lacey Corporate Center
 - Washington State Conservation Commission - Olympia
 - Washington State Department of Corrections - Woodland Square Office
 - Washington State Department of Ecology - Ecology Headquarters
 - Washington State Department of Ecology - Environmental Assessment Program Operations Center
 - Washington State Department of Fish & Wildlife - Lacey Shop
 - Washington State Department of Licensing - Lacey LSO

- Washington State Department of Social and Health Services - Blake Office Park East & West-Aging and Disability Services
- Washington State Department of Social and Health Services - Lacey - Division of Vocational Rehabilitation
- Washington State Department of Social and Health Services - Juvenile Rehabilitation Administration - Reg. 3 Olympia Juv. Parole
- Washington State Department of Social and Health Services - Developmental Disabilities Administration (DDA)
- Washington State Department of Transportation - Lacey PEO
- Washington State Department of Transportation - Olympic Region
- Washington State Gambling Commission - Olympia
- Washington State Horse Racing Commission - Olympia Headquarters
- Washington State Lottery - Warehouse
- Washington State School Directors' Association - Olympia Headquarters
- Washington State Services for the Blind - Lacey Headquarters
- World Class Distribution Inc - Hawks Prairie

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

- a. For any performance targets tied to the CTR survey, TRPC will use jurisdictional targets for all the worksites (Amazon was not able to survey in 2023, so will baseline in 2025)

11. List the base value used for each site.

The 2023-2025 survey is completed and baseline for each site has been established by TRPC.

Services and strategies

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

The services and strategies Lacey will use to achieve CTR targets:

To support Lacey's internal CTR Program:

- Updated Teleworking Policies/Opportunities (Lacey Policy Manual)
- Surveying Employees and distribution of information/policies/alternatives/opportunities
- Support Bicycle Commuter Challenge
- Wellness Reward Programs
- Covered bicycle parking is available for employees as well as lockers and showers.

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

The City of Lacey doing additional transit-oriented development and providing more multimodal infrastructure for its residents will allow more residents to participate in CTR activities. The city works with TRPC to conduct the regional CTR program that uses strategies to encourage non drive alone travel. Additional transit routes and frequency will bring more options to worksites for CTR.

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

a. Describe how you'll address these barriers.

- Some people don't feel safe walking, biking, and taking transit, and that is a barrier for the jurisdiction expanding multimodal transportation. To address this, the city is

working on infrastructure improvements for pedestrians and bicyclists. IT is working on rider safety. The city is also doing trail maintenance and addressing lighting and safety concerns on the trails so more users feel safe..

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

- TRPC provides information and uses the Rideshareonline.com platform for Lacey CTR worksites.
- TRPC uses the State CTR survey tool for surveying and program reports.

16. Transcribe or link to your local CTR ordinance.

- <https://lacey.municipal.codes/LMC/10.46>
- <https://cityoflacey.org/wp-content/uploads/sites/3/2024/02/Lacey-Commute-Trip-Reduction-Plan-2008.pdf>

17. Describe your financial plan.

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

Thurston Regional Planning Council administers the CTR Program on behalf of the City of Lacey. Funding is provided by WSDOT by worksite and for large and small state agencies. Total funding for the Thurston Region is: \$750,000/biennium.

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

Funding for CTR in Lacey comes primarily from the WSDOT CTR funding. The majority of the funding for transportation capital improvement projects comes from federal and state grant programs. Lacey's Arterial Street Fund contributes matching funds to the federal and state grants for projects. The source of funds for Lacey's Arterial Street Fund are Traffic Mitigation Fees from development, Motor Vehicle Fuel Tax, and Real Estate Excise Tax.

18. Describe your implementation structure.

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

Thurston Regional Planning Council administers the CTR Program on behalf of the City of Lacey.

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

City of Lacey has an agreement with TRPC to implement the CTR program. Veronica Jarvis, Senior TDM Planner at TRPC administers the program for the region and monitors progress.

19. List your implementation schedule.

a. Provide the timeline for anticipated projects.

According to City of Lacey Six Year Transportation Improvement Program, anticipated funded projects will start 2025 and 2030 It is important to note that large capital transportation projects are funded in stages. For example, the College & 16th Roundabout project is currently funded for Design and a portion of Right-of-Way but not funded for construction.

b. For implementation of CTR related activities, TRPC, who implements the program on behalf of the jurisdiction, carries out these activities on behalf of Lacey:

- i. Tasks listed in the WSDOT CTR Administrative Workplan.
- ii. Biennial Commute Trip Reduction Survey.
- iii. Biennial Program reporting.
- iv. Quarterly networking sessions.

- v. Promotions such as the Bicycle Community Challenge, Switch Your Trips WA, Ride Transit Month, etc.

20. Describe the CTR plan for jurisdiction employees.

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

Samantha Keesler serves as the employee transportation coordinator for the city in its role as a CTR-affected worksite.

Samantha Keesler administers the program elements required of the employer including:

- Distribution of information to employees regarding alternatives to single-occupant vehicle commuting.
- Review the results of the annual employee survey for progress toward meeting the single-occupant vehicle reduction goals to the city consistent with the method established in the commute trip reduction plan and the rules established by the department of transportation under RCW 70A.15.4060.
- Implementation of the following measures designed to achieve the city's commute trip reduction goals:
 - Publicize promotional challenges and campaigns.
 - Serve as commuter advisor to employees.
 - Provide information to employee groups on the program and its benefits.
 - Administer CTR surveys and report results to the City Manager.
 - Produce City of Lacey program report.

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

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

Jurisdiction employees have the opportunity to telework and have compressed and flexible schedules. Employees also have showers and covered bike parking facilities setting a good example for the other worksites in the region. Offering CTR options at the city helps show the commitment Lacey has for CTR and allows it to be a model for other employers in the city.

Alignment with plans

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

Intercity Transit.

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

Intercity Transit 2024-2029 Strategic Plan

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

Intercity Transit (IT) provides public transportation in Lacey and its Urban Growth Area (UGA), operating several fixed bus routes, as well as carpool and vanpool programs. IT operates a transit center, a primary transfer center and a park-and-ride lot within the city and its UGA. Over the last twenty years, transit use has increased in the region, due in part to the city's efforts in promoting alternate methods of commuting to work in compliance with the State's Commute Trip Reduction Act.

Continuing to offer CTR programming in the city will encourage more transit use, which is good for the IT strategic plan. Incentivizing employees and educating them on the system through the CTR program helps bolster Intercity Transit's ridership. The city supports Intercity Transit's strategic plans and continues to coordinate with the agency to identify how transit needs should be addressed, particularly as new development occurs. New development includes transit-oriented design standards for all zones, with pedestrian emphasis to ensure riders have a safe journey to the bus stop.

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

Lacey is updating their comprehensive plan and has a consultant for the transportation section of comprehensive plan update. The city plans to continue its focus on multimodal infrastructure, infill development and transit-oriented development, all of which will benefit CTR. The due date for the update is December 2025.

Engagement

26. Describe stakeholder engagement.

Who did you talk to? The City of Lacey's worksites are primarily state agencies, so TRPC initiated outreach with both the Employee Transportation Coordinator network and the Business Resource Groups at state agencies that represent vulnerable populations at state agencies. This outreach was done in spring and summer of 2024

a. Stakeholder organization:

- Intercity Transit
- Employee Transportation Coordinators at worksites
- Thurston EDC
- Thurston Chamber of Commerce
- Rural Transit
- Thurston Thrives (Public health)
- Local Tribes
- State DEI council
- State Employee Black community
- State Employee veteran community
- State Employee LGBTQ
- State Employee Latinos
- State Employee Disability inclusion network
- State Employee immigrants
- State Employee Hawaiians, Asians, Pacific Islanders

b. When did you talk to them? Spring and Summer 2024

May 2024 via a Transportation Options Survey, more focused outreach was done in August of 2024 in neighborhoods with CTR worksites and environmental health disparities.

Outreach was done via NextDoor, TRPC social media, and targeted flyers with QR codes to a survey to community-based organizations and businesses.

c. What did they have to say?

- i. People want safer, more reliable transportation options that are not cars. See attachment for rollup of feedback.

d. How did what they said influence the plan?

The feedback from stakeholders is in alignment with the City of Lacey's upcoming transportation investments.

27. Describe vulnerable populations considered.

- State Employee Black community
- State Employee veteran community
- State Employee LGBTQ
- State Employee Latinos
- State Employee Disability inclusion network
- State Employee immigrants
- State Employee Hawaiians, Asians, Pacific Islanders
- Additional targeted outreach was done using the Environmental Health Disparities map provided by WSDOT. See attached summary of outreach from that work.

28. Describe engagement focused on vulnerable populations.

a. Who did you talk to?

- State Employee Black community
- State Employee veteran community
- State Employee LGBTQ
- State Employee Latinos
- State Employee Disability inclusion network
- State Employee immigrants
- State Employee Hawaiians, Asians, Pacific Islanders
- Additional targeted outreach was done using the Environmental Health Disparities map provided by WSDOT. See attached summary of outreach from that work.

29. List employers' suggestions to make CTR more effective. Employers expressed support for the following:

- Improving public transportation
- Remote work flexibility at all employers in the area
- Improving biking and walking infrastructure
- Better options for travel between Tacoma-Thurston

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

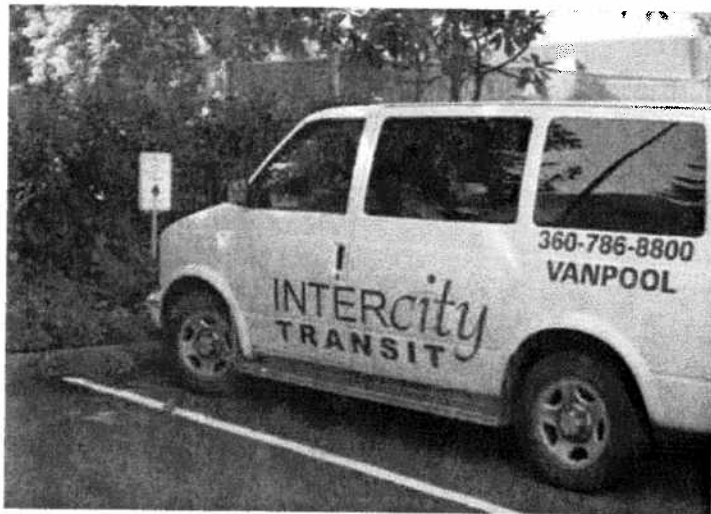
See attached rollups of stakeholder feedback and suggestions.

Regional transportation planning organization CTR plan review RTPO comments

TRPC certifies that this CTR Plan is consistent with the regional CTR plan and the Regional Transportation Plan's Goals and Policies.



Commute Trip Reduction Plan



City of Lacey
2009



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EXECUTIVE SUMMARY

Background

In 2006, the Washington State Legislature passed the Commute Trip Reduction (CTR) Efficiency Act (RCW 70.94.521) which requires local governments in those counties experiencing the greatest automobile-related air pollution and traffic congestion to develop and implement plans to reduce single-occupant vehicle trips. The law also encourages integration of CTR with land use and transportation planning processes and other City goals.

In addition to statewide benefits, meeting the CTR goals will provide a variety of local benefits, including:

- Improvements in the local level of service on various streets and at various intersections.
- Reduced emissions from vehicles.
- Reduced energy consumption.
- Improved wellness, primarily for those who walk or bicycle as their commute mode.

The City of Lacey Plan

The Commute Trip Reduction Plan is a collection of jurisdiction-adopted goals and policies, facility and service improvements and marketing strategies about how the City of Lacey will help make progress for reducing drive alone trips and vehicle miles traveled over the next four years. Building upon the success of the existing commute trip reduction program, the City of Lacey strives to meet the goals of the plan for the future by working in partnership and coordination with other agencies.

The proposed Plan has been developed through extensive involvement by employers, transit agencies, organizations and individuals from throughout the City of Lacey – and neighboring jurisdictions – who helped identify strategies and ways for successful achievement of the goals. This plan helps to support the achievement of the City of Lacey's vision and the goals of its comprehensive plan.

Goals

The City of Lacey has adopted the state standard of a 10% reduction in single occupancy vehicle use and a 13% reduction in vehicle miles traveled for all CTR worksites by 2011. For the draft plan, the City of Lacey used 2005 as the base year pending completion of the 2007 Survey by all worksites. The City will update the draft plan when complete 2007 survey results become available – likely in late 2007.

Policies and Investments

Lacey has many comprehensive plan policies which support CTR, in both the Land Use and Transportation elements. The City's goals and policies focus not only on stating specific support for Commute Trip Reduction, but also on the land use and transportation strategies needed to make it a success. The City of Lacey and other regional partners invest millions of dollars each year in projects and programs that create CTR-supportive communities.

Strategies

The City of Lacey proposes to implement the following elements as part of its Commute Trip Reduction plan. This will be done in partnership with other jurisdictions and stakeholders, building on the Thurston Region's long history of CTR collaboration and coordination.

Listed below is a summary of the planned regional and local strategies for achieving the established goals and targets for 2011. More information is available in Section IV.

EXECUTIVE SUMMARY

Regional Strategies

The City of Lacey supports the strategies outlined in the Regional Plan and will participate in implementation:

- Update Plans and Ordinances
- Continue to Provide Worksite Support
- Increase Coordination with State Government
- Develop Regional Parking Policies and Strategies
- Locate and Design Worksites to Support Trip Reduction
- Encourage School Participation in Commute Trip Reduction
- Encourage Voluntary Tribal Participation in CTR
- Increase Planning and Coordination with Intercity Transit
- Seek Funding to Expand Park-and-Ride Capacity
- Establish a Business Case for CTR
- Implement a Region-wide Marketing and Community Outreach Program
- Create a Recognition Program for Trip Reduction Efforts
- Integrate CTR with Other Regional Programs
- Seek Support and Funding for Local, Regional and GTEC strategies

Local Strategies

In addition to collaborating on the regional strategies, the City of Lacey will also implement policy, regulation, services and facility strategies, such as:

- Incorporate CTR messages into other City communications
- Explore encouraging voluntary participation by retail and other commercial employers
- Explore including park-and-ride capacity as part of new commercial development

Funding

The State provides some funding for implementing Commute Trip Reduction, supplemented by local contributions. However, the base level funding is insufficient, especially in light of the new aggressive goals set forth in the CTR Efficiency Act. The local and regional strategies identified in this plan will require additional funding – from state and federal sources, local and regional partners, and employers. The Plan identifies a Thurston Region gap of \$1,475,000 for the 2008-11 timeframe.

Next Steps

The City of Lacey will submit the Plan to the State CTR Board by October 1, 2007. The Board will review the Plan by February 2008. At that time, the Lacey City Council will initiate an adoption process, including public comment.

EXECUTIVE SUMMARY

Contact: Thurston Regional Planning Council
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Olympia, WA 98502-6031
Phone: 360.956.7575
FAX: 360.956.7815

Karen Parkhurst, Senior Planner
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EXECUTIVE SUMMARY

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I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

A. Location of Commute Trip Reduction (CTR) work sites

Lacey has eleven CTR work sites located in three clusters (Lacey Worksite Location Map). They are as follows (as of September 2007):

Cluster	Work Site	Address	CTR Status	Total Workers
Lacey City Hall/Woodland Square	City of Lacey	420 College St. SE	Affected	246
	Health Care Authority	676 Woodland Square Loop SE	Affected	240
	WA State DSHS	4450/4500 10 th Ave. SE	Affected	442
	WA State DSHS – Aging & Disability Services Administration	640 Woodland Square Loop SE	Affected	230
	WA State DSHS – DASA	612 Woodland Square Loop SE	Affected	156
	WA State Employment Security Department	605 Woodland Square Loop SE	Affected	325
	WA State Gambling Commission	4565 7th Avenue SE	Affected	100
	Cluster Total:			1,739
Lacey Corporate Center	TwinStar Credit Union	4525 Intelco Loop SE	Affected	108
	Verisign Telecommunication Services	4501 Intelco Loop SE	Affected	218
	Cluster Total:			326
Martin Way Offices/Retail	WA State Dept. of Ecology	300 Desmond Drive	Affected	1,031
	WA State DSHS - Div of Child Support	6135 Martin Way	Voluntary	101
	Cluster Total:			1,132
TOTAL:				3,902

B. Identify Major Issues Regarding Land Use and Transportation Conditions Around CTR Work Sites or Work Site Cluster.

o Existing and planned land use conditions:

Lacey is the newest city in Thurston County, incorporating in 1966. At that time it was a suburban area to the east of Olympia, with two main attractions, the South Sound Mall, and St. Martin's College.

Government and Offices

Lacey City Hall and Woodland Square – a preferred leasing site for State employment – form a large cluster of government and private employment in the middle of Lacey's central business district. This cluster has many employees overall (over 6,600) and fairly high employment density (13.3 employees per acre), which should contribute to ride-matching. There are a wide variety of retail and service businesses within the cluster, so that employees are not obligated to bring a car to go eat or do a few errands during lunch. This makes it more practical to commute without a car.

Lacey Corporate Center, along the Yelm Highway in the south end of town, forms another cluster of office and increasingly high tech and retail employment. This cluster has a modest number of employees overall (about 1,200) and very low employment density (2.4 per acre), which will limit ride-matching potential for the near future. Since this business park still has many available development sites, employment density will grow, with increasing opportunities for CTR over time. Fortunately, there are also a variety of retail and service businesses in Little Prairie Center to serve the workers in the cluster.

I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

The Department of Ecology (DOE), off Martin Way and to the north of St. Martin's College, is a state-owned worksite. There is retail activity just to the north of the campus, and the Washington State Division of Child Support is along Martin Way to the east. While the Department of Ecology itself is a very large worksite with an active CTR program, its setting is somewhat isolated from other worksites. With over half the total employment (1,015 out of 1,908 workers), DOE dominates a cluster that has modest total employment, and low overall employment density (3.8 employees per acre). Across the street, the Martin Village strip center has a large movie theater, some restaurants, a large grocery store, and other mostly large retailers. Because there is some level of mixed use in this cluster, the land use pattern offers some degree of opportunity for workers to eat and run errands at lunch, but the opportunity is constrained. The pattern of land use is not ideally conducive to pedestrian activity, with a busy arterial separating DOE from the retail site, and large parking lots separating the retail buildings from the arterial. The modest total employment and low employment density suggest that CTR efforts such as ride-matching may not successfully spread very far beyond the State agencies.

High Density Mixed Use Corridors

The Martin Way and Pacific corridors link Olympia and Lacey. These two corridors are formed along arterial roads, and often have high-density housing and small businesses with little on-site parking. Along the western parts of these corridors, existing modes, parcel sizes and need for parking are limiting redevelopment potential at this time, but these areas are expected to intensify in uses. The eastern parts of these corridors – particularly Martin Way – are experiencing retail development with large retailers such as grocery stores, Costco, Home Depot, and Office Max. Both are also major transit routes.

Higher Education

St. Martin's University (previously a college) first opened in 1895. Over the last century, Lacey has grown up around it, so that today it lies in Central Lacey. In 2006-07 it had a total enrollment of 1,250 students on the Lacey campus. South Puget Sound Community College has a small satellite campus in rented space in the Hawk's Prairie Village Mall along Marvin Road south of I-5, and has purchased a new 54-acre satellite campus site along Marvin Road north of I-5.

Retail

Lacey incorporated without a central downtown area. Commercial cores have been planned for several areas, but redevelopment of existing land use patterns proves to be challenging. Lacey does have a central business district, extending roughly from South Sound Center on the west, through the Woodland Square office park, to Lacey City Hall on the east.

The South Sound Mall redeveloped from a regional shopping center into a commercial suburban "power center" in the late 1990s, with large big-box retail stores and ample on-site parking.

I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

More recently the Hawks Prairie area has emerged as another suburban retail center, mostly aligned along the busy Martin Way arterial corridor. Easy freeway access at the Marvin Road I-5 interchange has made this area a popular one for national retail chains. It is expected that this area will continue to grow and expand. Lacey Gateway, a mixed-use lifestyle center to be anchored initially by a large outdoor store, is planned for the area north of the freeway along Britton Parkway. This area is also being considered for the new Washington State Department of Transportation Olympic Region Headquarters and new public services such as library, police, and city hall annex.

Little Prairie Center, a smaller retail center, is developing next to the Lacey Corporate Center in the southern part of the city.

Redevelopment is expected all along the Martin Way corridor stretching to the eastern city limits and beyond.

Industrial

In the 1990s, Lacey built transportation infrastructure to support industrial development in the Hawks Prairie area north of the Marvin Road interchange. Since then many businesses have located to the Hawks Prairie campus. There is ample developable land in this area that is expected to draw more industrial and warehouse types of businesses.

o Existing and planned transportation facilities:

Lacey has an extensive street network, with a total of 122 miles of paved roads (2005). There are no HOV lanes in Lacey (or elsewhere in Thurston County), and none are planned.

The principal north-south corridors are Sleater-Kinney Road, College Street, Ruddell Road, Carpenter Road, Marvin Road, Willamette Drive, and Meridian Road. The principal east-west corridors are Britton Parkway-15th Avenue NE, Martin Way, Pacific Avenue-Lacey Boulevard, 37th Avenue SE, Mullen Road, and Yelm Highway. Long-range transportation plans call for connecting Mullen Road through to 37th Avenue SE by 2020, which would ease east-west movement on the south side of the city.

In addition, the city is traversed by Interstate 5 from northeast to southwest. There are interchanges at Marvin Road and Sleater-Kinney Road, and a study is under way to consider improving access between the Nisqually and Sleater-Kinney interchanges, possibly including a new interchange.

The City's policy is to develop a network of interconnecting streets, to:

- ☐ reduce the distance to destinations or transit stops,
- ☐ give several route options,
- ☐ reduce vehicle miles traveled,
- ☐ reduce the need for road widening, and
- ☐ make freight delivery and emergency service more efficient.

With more streets, fewer lanes are needed on each arterial. Providing fewer lanes on streets preserves easy and safe access for pedestrians.

I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

There are still certain parts of the city where it is difficult to achieve an interconnecting network because of intervening features. Interstate 5 presents a barrier to north-south connections. Chambers, Hicks, Long, and Pattison Lakes and their associated wetlands present barriers to east-west connections. St. Martin's University occupies a large campus in the center of Lacey. The Lacey long-range transportation plan calls for extension of 3rd Avenue and 6th Avenue to connect with Desmond Drive on the campus, which would improve connectivity between two CTR clusters, Lacey City Hall/Woodland Square and the Martin Way Offices and Retail (Department of Ecology and DSHS Division of Child Support).

As part of a larger urban area, Lacey experiences a significant amount of pass-through commuter traffic – that is, commuters who live outside the city of Lacey, and who pass through the city on their way to jobs in Olympia and Tumwater but also Pierce County, King County, and other destinations.

Specific transportation conditions by worksite cluster:

Lacey City Hall/Woodland Square

Most of this cluster is characterized by a modified grid street network, with extensive sidewalks providing good pedestrian connections.

East-west bike facilities are also good. The I-5 bike trail travels along 3rd Avenue SE on the northern edge of this cluster, turning north on College Street to rejoin the I-5 right-of-way and connect with Martin Way to the east. On the southern edge, there is a bike route along Lacey Boulevard and Pacific Avenue. There are no comparable north-south facilities reaching the site, such as along Sleater-Kinney Road or College Street, but the Lacey Transportation Plan calls for their future development. In particular, the Plan identifies the intent to provide Class II bike lanes on Sleater-Kinney Road, Golf Club Road, and College Street (which currently has bike lanes only south of 37th Avenue).

The Woodland Trail is Lacey's premiere shared-use trail. The trail runs through central Lacey and provides direct non-motorized access to commercial and retail centers and current and future recreational opportunities.

Lacey Corporate Center

The Lacey Corporate Center itself is designed as an office park, with two entrances and a looped road system. The roads all have sidewalks. Pedestrian circulation within the office park is reasonably good, but there are few connections to the abutting streets and neighborhoods.

Bicycle connections are good, with north-south facilities available on the Chehalis-Western Trail abutting the site on the west, and on College Street — though there is a gap in this facility north of 37th Avenue, as mentioned above. East-west facilities are available on Yelm Highway and 45th Avenue SE, though the latter terminates at Ruddell Road on the east, and at the Chehalis Western Trail on the west.

I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

Martin Way Offices and Retail

Although served by Martin Way, a major east-west corridor, there are no north-south cross streets within this cluster, only College Street on the west, and Carpenter Road on the east. This is because wetlands and Interstate 5 block access to the north, and St. Martin's University Campus impedes access to the south. Hence, although there are sidewalks on Martin Way, pedestrian accessibility within the cluster is limited by the sparse street network and separation of the worksites from other land uses and neighborhoods.

Bike lanes are likewise available on Martin Way, but there are no north-south connections. Lacey's Transportation Plan calls for Class II bike lanes on Desmond Drive (connecting between Martin Way and College Street), on College Street, and on Carpenter Road.

- o **Existing and planned transit services and facilities to CTR worksite clusters:**

Lacey City Hall/Woodland Square

This cluster is well served by transit, because Intercity Transit operates a hub here, the Lacey Transit Center at 4305 SE 6th Avenue in Woodland Square. Seven routes pass through the hub (60, 62A, 62B, 64, 66, 67, and 68), entering from all compass directions. Routes 60, 64, 66, and 68 each have 30-minute headways during the morning commute. Routes 62A and 62B each have hourly service over routes which overlap along Martin Way; on the portion that overlaps, they have roughly 30-minute headways. Route 67 has hourly service.

For this cluster, the principal limitation of the transit service is related not to transit, but to the geographic dispersal of the homes of the workers. While many workers live in the rural areas, Intercity Transit provides almost no service outside the north Thurston County Urban Growth Area. Those who live in Tumwater or most of Olympia could make the commute trip by transit, but would be obliged to make transfers or layovers along the way. (Several routes that begin in Tumwater or Olympia change route numbers and continue to Lacey after brief layovers at the Olympia Transit Center downtown.) Those who live in Lacey or in most of Southeast Olympia would be able to reach this cluster without making transfers or layovers.

Lacey Corporate Center

Four bus routes serve this cluster, numbers 64, 66, 68, and 94. The first three operate on 30-minute headways during the morning commute hours. Number 94, which provides service between Yelm and Downtown Olympia, operates on 60-minute headways.

I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

Martin Way Offices and Retail

This cluster is served by two lines along Martin Way, 62A and 62B. Each has 60-minute headways, timed at roughly 30-minute headways between them along the common part of the route. The two routes diverge at Marvin Road, where 62A continues east on Martin Way and north on Meridian Road, while 62B heads south on Marvin Road.

In addition to fixed-route transit services, Intercity Transit operates a vanpool service for long-distance commuters. The 2005 Census American Community Survey found that about 1% of workers with jobs in Thurston County commuted by vanpool, while the 2005 CTR site survey found about 2.5% of Lacey CTR site workers did so. At the beginning of 2007, IT had 147 vanpool vans, which had 467,600 boardings in 2006. Some of these vans serve workers who live in Thurston County and work in other counties. Other transit systems in western Washington also operate vanpool services. If they live in other counties, Thurston County workers who use vanpools may use either IT vans or those of other transit systems. Intercity Transit's 2007 Development Plan indicates they will increase their vanpool fleet to 238 vans by the end of 2011.

- o **Existing parking conditions in CTR Employment clusters:**

Lacey City Hall/Woodland Square

This area is characterized by a large office park and retail shopping district, with Lacey City Hall, the Lacey Timberland Library, and half of the St. Martin's University campus along the eastern edge. As is typical of a suburban retail and office district, there is abundant inexpensive or free parking in surface lots, with 1.05 employees per parking stall for the CTR worksites. There is also free on-street parking within the Woodland Square office park. These parking conditions encourage driving alone.

Lacey Corporate Center

The Lacey Corporate Center is a suburban office park with retail strip centers to its south and east. Parking is free at the CTR worksites. It is also relatively abundant, at 1.14 employees per parking stall, though there is no on-street parking. These parking conditions provide no disincentive to drive alone.

Martin Way Offices and Retail

This cluster is dominated by the Department of Ecology offices, where parking is very limited. As a result, there are 1.52 employees per parking stall at the two CTR worksites combined. There is additional parking in Martin Village across Martin Way from DOE, though it is intended for customers and employees of those businesses. At this location, the Department of Ecology implemented an innovative voluntary paid parking program that helps to fund CTR incentives and outreach efforts at this affected worksite.

I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

C. Potential Actions for the Jurisdiction to Eliminate Barriers

○ Land Use:

Although much of the city is already developed in a low-density suburban pattern, Lacey's land use plan and its development regulations are very supportive of future development patterns that encourage use of alternative commute modes. New residential neighborhoods and new commercial developments are being built at more transit-friendly densities, with more pedestrian design amenities, but there is always more that can be accomplished. For example, zoning for the Hawk's Prairie Business District requires interior circulation designs for development proposals to include a) "sidewalks that provide continuous pedestrian and bicycle access along public, state, or private access roads and to primary uses within the development;" and b) "separation of pedestrian and vehicular traffic, via strategically located, clearly defined pedestrian corridors through parking lots and other means of clearly differentiating pedestrian areas from vehicle areas." These are required neither in the Community Commercial District, nor in the General Commercial District, where most of the city's commercial development occurs. The City could consider extending these design requirements to additional commercial zoning districts.

Developing moderate density and high density housing close to business districts increases the opportunities for workers to live within walking or biking distance of their jobs. For example, the Lacey Corporate Center includes a large apartment complex (Lacey Park Apartments) and residential subdivision (The Pointe), as well as having others nearby (e.g. Lexington, College Glen, Summerwalk). Lacey Gateway Center also is planned to have a mix of high density housing along with retail and office development. The City could consider adopting a tax exemption for new multifamily housing in mixed use commercial-residential areas, provided for by Chapter 84.14 RCW. This program has been used successfully by Tacoma, Olympia, Renton, and other cities in Washington to attract multifamily housing to these areas.

Traditionally, CTR measures have been applied mostly with office-based employment. As Lacey continues to grow its commercial districts, such as Lacey Gateway Center on Hawks Prairie, the City could explore opportunities to incorporate CTR measures with new retail development as well.

○ Transportation Facilities and Services:

There are several gaps in Lacey's network of bike lanes or bike routes that could be addressed over time. Heavily-traveled Sleater-Kinney Road has no facilities, and College Street has them only south of 37th Avenue, with no bike lanes in the city core, where traffic is the heaviest. Likewise Ruddell Road has bike lanes only south of 45th Avenue. Carpenter Road and Mullen Road have wide shoulders in a few stretches, but much remains to be done. Willamette Drive and Britton Parkway have bike lanes, but not their westward extension on Draham Road and 15th Avenue NE.

The City could also continue to emphasize interconnection of streets as new areas develop, and to emphasize provision of sidewalks, bike lanes, and trails.

I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

- **Transit:**

Intercity Transit's 2007-2012 Transit Development plan indicates they will increase service levels by 40,000 service hours over that planning period. IT will increase frequency of service on Routes 62A, 62B, and 67 from 60-minute headways to 30-minute headways as part of these improvements (Intercity Transit Projected Service Levels by 2012 Map), from *Intercity Transit Short Range Service Plan, 2006-2011*, Perteet, 2005). Route 94 to Yelm will remain at 60-minute headways.

- **Parking:**

The parking standards for Lacey, Olympia, and Tumwater often differ, which can cause developers to locate a project in one city rather than another simply to obtain a more favorable parking standard. For example, Olympia and Tumwater require 3.5 stalls per 1,000 square feet of floor area for government office buildings (plus or minus 20% — or 2.8 to 4.2 stalls — if CTR or other measures are taken), while Lacey requires 2 to 4 stalls (minimum and maximum) per 1,000 square feet for office buildings in general. Lacey could collaborate with the other cities to consider common standards, and to seek standards that encourage greater commute trip reduction.

- **Miscellaneous:**

Commute Trip Reduction programs are very heavily dependent on effective marketing strategies. To make major progress community-wide during the plan's time horizon (2007-2011), raising the visibility of CTR throughout the community will be necessary, not just in the CTR worksites. The City could consider incorporating CTR messages into other public messages, such as utility bills, notices of public events, parks and recreation programs, and materials that support bicycle and pedestrian programs.

The major employer in Thurston County is Washington State government, so the great majority of CTR worksites are state government agencies. The City could likely profit from working closely with the Governor's office to jointly improve CTR programs.

Similarly, it may be an opportune time to reconvene a discussion of preferred state government leasing areas, coming together with the state and neighboring local government jurisdictions. Priority for preferred leasing areas could be put on sites with patterns of connected streets, good transit access, and good bicycle and pedestrian connections. Perhaps a point system could be developed which gave extra credit for sites with good CTR features.

D. Review of Comprehensive Plan Policies

As part of the CTR planning process, the City reviewed its Comprehensive Plan policies. The most recent major plan update was in 2003. The City of Lacey's Comprehensive Plan policies for land use and transportation are attached in Appendix A. In brief, the land use policies support transit-friendly urban densities, pedestrian-friendly connected streets and sidewalks, and mixed-use development.

I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

Lacey's Transportation Plan had its most recent major update in 1998. The transportation policies support travel demand management through education, incentives, commute trip reduction programs, and parking management. There are extensive policies supporting public transit, and others supporting bicycle and pedestrian needs. The Transportation Plan's goals and policies relating to CTR are also attached in Appendix A.

E. Planning Coordination

See Section VI – Documentation of Consultation for participating agencies and other stakeholders.

The City of Lacey has adopted the state standard of a 10% reduction in single occupancy vehicle use and a 13% reduction in vehicle miles traveled for all CTR worksites by 2011. For the draft plan, the City of Lacey used 2005 as the base year pending completion of the 2007 Survey by all worksites. The City will update the draft plan when complete 2007 survey results become available – likely in late 2007.

I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

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II. and III. BASELINE, GOALS AND TARGETS

A. City

Area of Jurisdiction	2005 SOV Rate	SOV Rate Goal	2011 SOV Target Rate	2005 VMT	VMT Goal	2011 Target VMT
City of Lacey	75.5%	10.0% Reduction	67.9%	11.3	13.0% Reduction	9.8

B. CTR Worksites – Affected and Voluntary

Worksite Organization	2007 SOV Rate	SOV Rate Goal	SOV 2011 Goal	2007 VMT Rate	VMT Rate Goal	VMT 2011 Goal
City of Lacey	88.4%	10% Reduction	79.50%	12.3	13% Reduction	10.7
Health Care Authority	80.0%	10% Reduction	72.00%	11.1	13% Reduction	9.6
TwinStar Credit Union (formerly Twin County Credit Union)	90.8%	10% Reduction	81.80%	13.6	13% Reduction	11.8
Verisign Telecommunication Services	86.2%	10% Reduction	77.60%	12.2	13% Reduction	10.6
Washington State Dept. of Ecology	68.7%	10% Reduction	61.80%	9.8	13% Reduction	8.5
Washington State DSHS, Div of Child Support	75.5%	10% Reduction	67.90%	13.2	13% Reduction	11.5
Washington State DSHS - Aging & Disability Svcs Admin	79.8%	10% Reduction	71.80%	12.0	13% Reduction	10.5
Washington State DSHS - DASA	83.3%	10% Reduction	74.90%	12.8	13% Reduction	11.1
Washington State DSHS - Div of Child Support	82.3%	10% Reduction	74.10%	10.8	13% Reduction	9.4
Washington State Employment Security Department	61.1%	10% Reduction	55.00%	10.3	13% Reduction	9.0
Washington State Gambling Commission	81.1%	10% Reduction	73.00%	12.3	13% Reduction	10.7

II. and III. BASELINE, GOALS AND TARGETS

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IV. DESCRIPTION OF PLANNED LOCAL SERVICES AND STRATEGIES FOR ACHIEVING THE GOALS AND TARGETS

The City of Lacey proposes to implement the following elements as part of its Commute Trip Reduction plan. Implementation of the elements will be done in partnership and coordination with other agencies. Listed below are the following planned regional and local services and strategies for achieving the established goals and targets for 2011.

The City of Lacey supports and will provide local assistance for the strategies called for in the Regional CTR Plan:

- Update Plans and Ordinances
- Continue to Provide Worksite Support
- Increase Coordination with State Government
- Develop Regional Parking Policies and Strategies
- Locate and Design Worksites to Support Trip Reduction
- Encourage School Participation in Commute Trip Reduction
- Encourage Voluntary Tribal Participation in CTR
- Increase Planning and Coordination with Intercity Transit
- Seek Funding to Expand Park-and-Ride Capacity
- Establish a Business Case for CTR
- Implement a Region-wide Marketing and Community Outreach Program
- Create a Recognition Program for Trip Reduction Efforts
- Integrate CTR with Other Regional Programs
- Seek Support and Funding for Local, Regional and GTEC strategies

The City of Lacey will:

- Incorporate CTR messages into other City communications
- Explore encouraging voluntary participation by retail and other commercial employers
- Explore including park-and-ride capacity as part of new commercial development

The Jurisdiction proposes to implement the following elements as part of its Commute Trip Reduction plan. Implementation of the elements will be done in partnership and coordination with other agencies. Listed below are the following planned local services and strategies for achieving the established goals and targets for 2011.

A. Policies and Regulations

While the City of Lacey's Policies and Regulations are generally supportive of CTR goals, the City will explore minor changes that may provide additional trip reduction opportunities. The City will also review policies to ensure that CTR policy language is part of land use, transportation, environmental and other appropriate sections.

The Jurisdiction has identified the following policies and regulations that will be updated and will help reduce drive alone trips and vehicles miles traveled. The proposed changes and their scheduled adoption date are listed below.

IV. DESCRIPTION OF PLANNED LOCAL SERVICES AND STRATEGIES FOR ACHIEVING THE GOALS AND TARGETS

1. Comprehensive plan policies
 - No specific changes identified.
2. Land use regulations
 - No specific changed identified.
3. Zoning code regulations
 - Consider changing parking standards in coordination with Olympia and Tumwater, by the end of 2008.
 - Consider adding development standards for pedestrian accessibility to all commercial zoning districts, by the end of 2008.
4. Street design standards
 - No specific changes identified.
5. Concurrency regulations
 - No specific changes identified.

B. Services and Facilities

As part of its capital improvement program, the jurisdiction is planning the following improvements that will help reduce drive alone trips and vehicle miles traveled. In addition to the jurisdiction's investments, the jurisdiction is working with its transit agency partners to improve transit services and facilities.

Elements that are being planned and/or being implemented include:

1. High occupancy vehicle lanes (☒ N/A)
2. Transit services
 - Transit service on all the Lacey routes except Number 94 to Yelm will achieve 30-minute or better headways by 2012, as projected in the *Intercity Transit Short Range Service Plan, 2006-2011* (Perteet, 2005). Route 94 will remain at 60-minute headways.
3. Vanpool services and vehicles
 - Vanpool services and vehicles are provided by Intercity Transit county-wide. According to their *2007-2012 Transit Development Plan*, the agency projects an increase in the number of vanpools from 147 at the start of 2007 to 238 by the end of 2011. An undetermined number of these vanpools would be used by employees at Lacey CTR worksites. Intercity Transit regularly promotes vanpools at CTR worksites, including sending an updated Vanpool roster each month.

IV. DESCRIPTION OF PLANNED LOCAL SERVICES AND STRATEGIES FOR ACHIEVING THE GOALS AND TARGETS

4. Ride matching services
 - Intercity Transit provides ride-matching services for Thurston County commuters, and will continue to do so.
 - Washington State Department of Transportation is working on enhancements to the Rideshare Online system, which will be promoted at the local level upon completion.
 - Because ridesharing is the most likely mode choice for current single occupancy vehicle users in the Thurston Region, the City of Lacey will promote ride matching services at all training sessions and events for employers.
5. Car sharing services
 - The Thurston Regional Planning Council explored car sharing programs in 2006 and determined that the urban densities are not sufficient to make this a viable service at this time. The Region will continue to monitor readiness for car sharing.
6. Transit facilities
 - Intercity Transit has recently expanded the Martin Way park-and-ride lot. IT will also be developing a replacement park-and-ride lot north of Interstate 5 on Hawks Prairie to replace the Marvin Road lot that was removed due to new commercial development (see *2007-2012 Transit Development Plan*).
7. Bicycle and sidewalk facilities
 - As a standard procedure, Lacey incorporates new bicycle and sidewalk facilities into street upgrade projects where called for in the Comprehensive Plan, and will continue to do so during the planning time horizon for this CTR plan.
 - Mullen Road is being improved to major collector standards in 2007 from Ruddell Road eastward to the city limits. The improvements include widening, turn lanes, and addition of bike lanes, planter strips, and sidewalks. In 2009, it is to be extended from Ruddell Road westward to College Street, with the same standards.
 - Carpenter Road is to be widened to arterial standards in 2010, with turn lanes, bike lanes, planter strips, and sidewalks.
 - College Street is to be extended in 2009 from 6th Avenue NE to 15th Avenue NE with arterial standards, including bike lanes, planter strips, and sidewalks.
 - Yelm Highway is to be improved to arterial standards from Ruddell Road to the eastern city limits in 2010, including bike lanes, planter strips, and sidewalks.
 - Marvin Road is to be improved to arterial standards from Britton Parkway to 44th Avenue NE in 2010, including bike lanes, planter strips, and sidewalks.
 - Hogum Bay Road NE is to be improved to collector standards in 2011, including bike lanes, planter strips, and sidewalks.

C. Marketing and Incentives

The Thurston Regional CTR partners will continue to provide marketing and educational programs to all affected and voluntary worksites in the City of Lacey. These programs include, but are not limited to ETC Basic and Special Trainings; ETC Networking Sessions; Thurston Commutes – CTR Website with information, ideas, and links; and special events such as Smart Commuter Fairs.

IV. DESCRIPTION OF PLANNED LOCAL SERVICES AND STRATEGIES FOR ACHIEVING THE GOALS AND TARGETS

One-on-one technical assistance is provided by the lead agency and includes presentations to worksite committees and management, sample plans, implementation strategies and compliance assistance.

Led by Intercity Transit, the City of Lacey also participates in Wheel Options and Rideshare on Line Promotions. Partners provide special Thurston Region -only prizes for Wheel Options to encourage participation.

The Bicycle Commuter Contest is a valued Thurston Region event that celebrated its 20th anniversary this year. Over 1,000 people participated in 2007. As part of the Contest, Intercity Transit hosts the Wrencher's Ball – a free tune-up clinic for participants. Participants receive tee shirts, merchant discount coupons and the winners are recognized at a community event.

For state agency worksites, the Washington State Department of General Administration (GA) provides guidelines, plan templates and technical assistance in plan development. GA also supplies the STAR Pass – a prepaid transit pass and SAFE-Ride – an emergency ride home program. These benefits are available to any state employee. Executive Order 01-03 encouraged state agencies to develop plans for telework and flexible work schedules and some agencies encourage such flexibility in support of CTR goals.

Many worksites in the Thurston Region encourage trip reduction through incentive programs. These programs include financial rewards for use of alternative modes, preferential parking for rideshare vehicles, some form of guaranteed ride home and employee recognition. The City of Lacey assists worksites in developing these programs.

Some worksites employ parking management programs to encourage trip reduction. In Lacey, for example, the Department of Ecology has instituted a creative voluntary parking charge for people who wish to park closer to the entrance in a parking structure. Those fees are used to provide incentives for other alternative mode users.

The Regional CTR Plan strategies call for a community-wide marketing campaign, targeting worksites and the residential community. The City of Lacey will participate in this outreach effort.

The City of Lacey recognizes that a built environment that supports physical activity also encourages trip reduction and will explore partnerships with the health community for mutual educational and outreach efforts. This includes working with Thurston County Public Health and Social Services Steps to a Healthier WA and Thurston Regional Planning Council's Active Community Environments programs.

D. Special Programs for Mitigation of Construction Activities

- During the time horizon for this CTR plan, Lacey is planning no major transportation construction projects that would require use of the CTR program to mitigate impacts.

IV. DESCRIPTION OF PLANNED LOCAL SERVICES AND STRATEGIES FOR ACHIEVING THE GOALS AND TARGETS

E. Schedule for Implementing Program Strategies and Services

The jurisdiction has identified the following schedule for implementing the CTR program strategies and services. The agency responsible for implementing the strategy or service is also listed. In most cases, the City's work will include collaboration with TRPC and other regional partners.

Program Strategy or Service	Agency Responsible	Scheduled Date for Implementation
Policies and Regulations		
1. Consider changes to parking regulations	1. City of Lacey	2008-2009
2. Consider changes to design requirements in commercial districts	2. City of Lacey	
3. Consider establishing multifamily tax exemption for major activity centers	3. City of Lacey	
4. Reconvene inter-jurisdictional discussion of State Preferred Leasing Areas	4. Cities of Lacey, Olympia, and Tumwater; and State of Washington	
5. Consider incorporating CTR measures for new retail	5. City of Lacey	
6. Consider including schools under CTR requirements	6. City of Lacey	
7. Consider lowering employment threshold for CTR regulations	7. City of Lacey	
Services and Facilities		
1. Improve headways on transit routes serving Lacey	1. Intercity Transit	1. 2008-2011
2. Mullen Road widening, with bike lanes and sidewalks from Ruddell Road east to City Limits	2. City of Lacey	2. 2007
3. Mullen road extension with bike lanes and sidewalks from Ruddell Road west to College Street	3. City of Lacey	3. 2009
4. Carpenter Road widening, bike lanes and sidewalks	4. City of Lacey & Thurston County	4. 2010
5. College Street extension with bike lanes and sidewalks	5. City of Lacey	5. 2009
6. Yelm Highway, Ruddell Road to E city limits, bike lanes and sidewalks	6. City of Lacey	6. 2010
Marketing and Incentive Programs		
1. Include CTR information in other public messages, such as utility bills, event announcements, etc.	1. City of Lacey	1. 2008-2011
2. Region Wide Marketing Program	2. City of Lacey and Regional Partners	2. 2008-2011

IV. DESCRIPTION OF PLANNED LOCAL SERVICES AND STRATEGIES FOR ACHIEVING THE GOALS AND TARGETS

F. Local Benefits of Meeting CTR Goals

Meeting the CTR goals will provide a variety of benefits. CTR helps the City implement land use and transportation goals and policies to create a vibrant, sustainable urban environment. CTR promotes physical activity and health, while making a local contribution to addressing climate change. Some examples include:

1. Improvements in the local level of service on various streets and at various intersections.
2. Controlling the growth in pass-through commuter traffic
3. Reduced emissions from vehicles.
4. Reduced energy consumption.
5. Improved wellness, primarily for those who walk or bicycle as their commute mode.
6. More efficient, cost effective, and on-time provision of transit services
7. Controlling congestion will support efforts to reduce sprawl and increase the concentration of development in Lacey's activity centers, such as the Core Area.

V. REQUIREMENTS FOR MAJOR EMPLOYERS

The purpose of this section is to describe the jurisdiction's required contributions from major employers. Jurisdictions should identify what expectations that they have of major employers. The CTR Law specifies that major employers are required to provide four elements as part of their CTR programs. However, the local jurisdiction can opt to require additional elements in their CTR ordinances.

The Washington State Department of Transportation is developing a revised ordinance template, which the City of Lacey will consider. Under the CTR Efficiency Act, state co-located worksites will now be affected. As the City works with the Washington State Department of General Administration to facilitate this change, new required elements may be added to the ordinance.

Required Element	Description
Designate Employee Transportation Coordinator	The Employee Transportation Coordinator is the point of contact between the employer and its workforce to implement, promote and administer the organization's CTR program. He/she is also the point of contact between the employer and the local jurisdiction to track the employer's progress in meeting CTR requirements
Regular Distribution of Information to Employees	Information about commute alternatives will be distributed regularly to employees. Examples of information that will be distributed will include: • Description of the employer's commute options program • Transit system maps and schedules • Vanpool rider alerts • Weekly traffic alerts • Wheel Options campaign promotional materials
Regular Review of Employee of Commuting and Reporting of Progress	The employer is required to complete the Employer Annual Report and Program Description Form and submit to the local jurisdiction. Every two years, the employer shall conduct a program evaluation to determine worksite progress toward meeting the CTR goals. As part of the program evaluation, the employer shall distribute and collect Commute Trip Reduction Program Employee Questionnaires (surveys) to achieve at least a 70 percent response rate.
Implementation of a Set of Measures	The employer is required to implement a set of measures that are designed to increase the percentage of employees using the following modes: • Transit • Vanpool • Carpool • Bicycle or walking • Telework • Other non-single occupant vehicle modes Measures to reduce drive alone trips and vehicle miles traveled include, but are not limited to: • Provision of preferential parking or reduced parking charges for high occupancy vehicles • Instituting or increasing parking charges for single-occupant vehicles • Provision of commuter ride matching services • Provision of subsidies for transit fares • Provisions of vans for vanpools • Provisions of subsidies for carpooling or vanpooling • Permitting the use of the employer's vehicles for carpooling or vanpooling • Permitting flexible work schedules • Cooperation with transportation providers to provide additional regular or express service to the worksite • Construction of special loading and unloading facilities for transit, carpool, and vanpool users • Provision of bicycle parking facilities, lockers, changing areas, and showers

V. REQUIREMENTS FOR MAJOR EMPLOYERS

	• Provision of a program for parking incentives such as a rebate for employees who do not use the parking facility • Establishment of a program to permit employees to work part or full time at home or at an alternative worksite closer to their homes • Establishment of a program of alternative work schedules such as compressed work week schedules • Implementation of other measures designed to facilitate the use of high-occupancy vehicles such as on-site day care facilities and emergency taxi services • Employers or owners of worksites may form or utilize an existing transportation management association or other transportation-related associations by RCS 35.87A.010 to assist members in developing and implementing commute trip reduction programs
Optional Elements	Description
Coordination	With the assistance of the Thurston County lead agency, the employer is required to coordinate and collaborate with other CTR affected and voluntary worksites in geographic proximity. This coordination includes but is not limited to: • Joint education and promotional events (i.e. Smart Commuter Fairs) • Ridematching coordination

VI. DOCUMENTATION OF CONSULTATION

This section describes the consultation process that was used to develop the local jurisdiction's Commute Trip Reduction plan. The plan was developed in consultation with the following organizations and individuals:

Organization/Party	Meeting Date	Contact Person
Jurisdictional Staff	Consulted throughout planning process	Tom Palmateer Martin Hoppe Dave Burns
All Thurston Region Planning Commissions	September 2007	Contact List Available
Lacey City Council	Council: June & September 2007	Virgil Clarkson, Mayor
WSDOT - Headquarters	Consulted throughout planning process	Brian Lagerberg, Public Transportation & Commute Options Manager
WSDOT – Olympic Region	September 2007	T.J. Nedrow
Thurston Regional Planning Council	Updated throughout planning process	Ken Jones, Chair
Thurston Regional Planning Council, Transportation Policy Board	Updated throughout planning process	Doug Mah, Chair
Puget Sound Regional Council	Consulted throughout planning process	Lindy Johnston, Senior Planner
Thurston County ETCs at Affected & Voluntary Worksites	Consulted throughout planning process	Contact List Available
Intercity Transit	Consulted throughout planning process	Mike Harbour, General Manager
Mason Transit	August 2007	Dave O'Connell, General Manager
Twin Transit	August 2007	Ernest Graichen, General Manager
Pierce Transit	September 2007	George Patton, Planning
Office of the Governor	August & September 2007	Jill Satran, Executive Policy Advisor
Department of General Administration	Consulted throughout planning process	Joan Cullen, State Agency CTR Program Manager
Interagency Commute Trip Reduction Board	Consulted throughout planning process	Joan Cullen, State Agency CTR Program Manager
Thurston County Public Health & Social Services Steps to a Healthier WA Program	Consulted throughout planning process	Chris Hawkins, Active Healthy Communities Coordinator

VI. DOCUMENTATION OF CONSULTATION

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VII. A SUSTAINABLE FINANCIAL PLAN

The Thurston Region works collaboratively to implement Commute Trip Reduction, so the City's Financial Plan for CTR reflects both local and regional expenses and revenues. In addition to the funding sources listed, the City and Region will explore the following funding sources: Regional STP and Transportation Enhancements, CMAQ, Local Improvement Districts, Real Estate Excise Tax, Urban Corridor and Sidewalk Programs, and Pedestrian and Bicycle Safety Programs, including Safe Routes to Schools.

It is difficult to quantify local investments in infrastructure and programs that support CTR. Is the Capital Facilities Plan the right mechanism for documenting this commitment? Or the Transportation Improvement Program? Do only transportation projects count? What about Parks projects that support mobility and encourage physical activity? How is staff time accounted for? As CTR planning is refined, local and regional governments will need to work with WSDOT to determine the most accurate and consistent methodology for capturing this critical information.

By way of example, the following table summarizes the funding secured and planned transportation investments included for the urbanized area in the draft 2008-2011 Regional Transportation Improvement Program (RTIP) for the Thurston Region. It reflects (though not necessarily comprehensively) the financial commitment local and regional agencies, and Olympic Region WSDOT are making in the Thurston Region's transportation system, many of which are supportive of CTR objectives.

The RTIP is required to include projects with federal transportation funds (FHWA or FTA), regionally significant projects (especially capacity projects that could impact air quality conformity) and WSDOT projects. Each jurisdiction prepares a local Transportation Improvement Program (TIP), derived from local budgeting and planning documents, which is then compiled with the other jurisdiction's TIPs to develop the RTIP. Because the RTIP is intended to reflect a final step in the appropriation of federal funding, it has a specialized use and does not necessarily represent the full range of transportation projects undertaken by the local jurisdictions, nor all the CTR related projects administered locally or regionally.

Jurisdiction	Funding Secured (in \$1,000)	Planned (in \$1,000)	Total (in \$1,000)
Intercity Transit	344	12,600	12,944
Lacey	6,845	66,218	73,063
Olympia	17,346	48,831	66,177
Thurston County	14,956	3,821	18,777
TRPC		1,716	1,716
Tumwater	3,720	42,153	45,873
WSDOT Olympic Region	17,463	954	18,417
Totals	60,674	176,293	236,967

2008-2011 Transportation Improvement Program Investments in the Urbanized Area of the Thurston Region

In addition to City and County investments, Intercity Transit has a strong commitment to supporting CTR. Region-wide, they contribute nearly \$113,000 annually. Approximately half of that amount is non-personnel costs for Wheel Options, Smart Commuter Fairs, media coverage (TV, radio, print), and market research. The other half is in personnel costs to support those efforts as well as other regional partner activities.

VII. A SUSTAINABLE FINANCIAL PLAN

Another important regional partner, the Washington State Department of General Administration (GA) supports all state agencies in the Thurston Region. Not accounting for staff time, GA spends approximately \$115,000 per year for the STAR Pass (transit pass) and \$5,000 per year for SAFE-Ride (emergency ride home). These programs are available to all state employees.

Intercity Transit and GA as regional partners will also contribute their time, expertise and other resources to the strategies articulated in this Plan.

A. Funding Sources

1. WSDOT CTR grant
The WSDOT CTR Grant is the annual allocation that is given to jurisdictions to help them administer their CTR programs.
2. Local & Regional Funds
3. Construction TDM funds
Funds may be available through construction mitigation programs. These programs can be used to enhance the City of Lacey's CTR program and provide program assistance to CTR work sites.

Source of Funding	Responsible Agency	Estimated Revenue FY 2008	Estimated Revenue FY 2009	Estimated Revenue FY 2010	Estimated Revenue FY 2011	Total Estimated Revenue
CTR Grants	WSDOT	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 440,000
Local & Regional Funds	Local Jurisdiction & TRPC	\$ 45,000	\$45,000	\$45,000	\$45,000	\$180,000
TOTAL		\$155,000	\$155,000	\$155,000	\$ 155,000	\$620,000

The Jurisdiction has prepared a financial analysis to identify revenues and expenses that are associated with the Jurisdiction's Commute Trip Reduction Plan. The following is a description of the available funding sources that the Jurisdiction may use to implement its CTR Plan. After identifying the available funding sources, the Jurisdiction has identified the expenses which include program administration, training, employer assistance, policy and regulation development, promotional activities, transit and ridesharing services, and implementation of supporting facilities.

B. Program Expenses

1. Administration
Program administration includes activities such as identifying and notifying affected employers, reviewing employer progress reports, evaluating employer programs, coordination with neighboring jurisdictions and transit agencies, and preparing annual reports on the CTR program.

Agency: City of Lacey and Thurston Regional Planning Council (TRPC)

VII. A SUSTAINABLE FINANCIAL PLAN

2. Facilities
Facilities include capital elements that help to reduce the number of drive alone trips. Elements include high occupancy vehicle lanes, bicycle lanes, sidewalks, transit signal priority improvements, and bus shelters.

Agency: City of Lacey, TRPC, Intercity Transit, WSDOT
3. Services
Services include elements that support transit and ridesharing. Elements include transit services, assistance with the formation of vanpools, car sharing and ride matching services.

Agency: City of Lacey, TRPC, Intercity Transit, WSDOT
4. Marketing
Marketing includes activities that help to promote and increase awareness of commute options among commuters and residents. Activities include the development and distribution of transit and ridesharing information, promotional campaigns, web sites to promote commute options programs, and outreach to employers.

Agency: City of Lacey, TRPC, Intercity Transit, WSDOT
5. Incentives
Incentives include transit pass discount programs, subsidies for vanpool programs, and other contributions to encourage employers to participate in commute options programs.

Agency: City of Lacey, TRPC, Intercity Transit, State, Employers
6. Training
Training includes activities for both employer and local jurisdiction staff. Training may include workshops on various topics to address CTR, attendance at conferences and other training opportunities that will help improve program performance.

Agency: City of Lacey, TRPC

VII. A SUSTAINABLE FINANCIAL PLAN

Expense	Responsible Party	Estimated Expense				TOTAL
		2008	2009	2010	2011	
Update CTR Plan & Ordinances	TRPC & Jurisdictions	\$15,000	\$5,000	\$15,000	\$5,000	\$40,000
Administer CTR Program	TRPC & Jurisdictions	\$150,000	\$150,000	\$150,000	\$150,000	\$600,000
Increase Coordination with State Government	TRPC & Jurisdictions	\$15,000	\$10,000	\$15,000	\$10,000	\$50,000
Develop Regional Parking Policies & Strategies	TRPC & Jurisdictions	\$15,000	\$15,000	\$10,000	\$10,000	\$40,000
Locate & Design Worksites to Support Trip Reduction	TRPC & Jurisdictions	\$20,000	\$10,000	\$10,000	\$10,000	\$50,000
Encourage School Participation in CTR	TRPC & Jurisdictions	\$8,000	\$8,000	\$4,500	\$4,500	\$25,000
Encourage Voluntary Tribal Participation	TRPC & Jurisdictions	\$4,000	\$4,000	\$3,500	\$3,500	\$15,000
Increase Planning & Coordination with Intercity Transit (Planning Only)	TRPC & Jurisdictions	\$3,750	\$3,750	\$3,750	\$3,750	\$15,000
Smart Corridors Project	TRPC & Jurisdictions	\$	\$500,000	\$250,000	\$250,000	\$1,000,000
Seek Funding to Expand Park-and-Ride Capacity (Planning Only)	TRPC & Jurisdictions	\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
Establish a Business Case for CTR	TRPC & Jurisdictions	\$	\$10,000	\$5,000	\$5,000	\$20,000
Implement a Region-wide Marketing & Community Outreach Program	TRPC & Jurisdictions	\$25,000	\$75,000	\$25,000	\$25,000	\$150,000
Integrate CTR with Other Regional Programs	TRPC & Jurisdictions	\$1,250	\$1,250	\$1,250	\$1,250	\$5,000
Seek Support and Funding for Local, Regional & GTEC Strategies	TRPC & Jurisdictions	\$1,250	\$1,250	\$1,250	\$1,250	\$5,000
Local strategies	City of Lacey	\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
TOTAL		\$278,250	\$813,250	\$509,250	\$494,250	\$2,095,000

VII. A SUSTAINABLE FINANCIAL PLAN

C. Financial Gaps

Program Element	Target Population	Objective	Needed Funding	Potential Source
Update CTR Plan & Ordinances	Local & Regional Entities	To ensure integration of CTR with other planning efforts	\$40,000	WSDOT Budget Request
Provide Worksite Support	All employers	Encourage trip reduction	\$160,000	WSDOT Base Funding Increase Budget Request
Increase Coordination with State Government	Governor, Legislature, State Agencies,	Increase state government's leadership role in CTR	\$20,000	WSDOT Budget Request (Should be statewide. This number reflects Thurston County only)
Locate & Design Worksites to Support Trip Reduction	Governor, Legislature, State Agencies, Employers	Encourage trip reduction through supportive design	\$30,000	For State Government: WSDOT Budget Request (Should be statewide) and Business community contribution for private employers
Encourage Tribal Participation in CTR	Tribes	Encourage trip reduction at emerging major employers	\$15,000	WSDOT Budget Request to Support Tribal Planning Activities
Smart Corridors Project	Thurston Region	Develop infrastructure that supports trip reduction	\$1,000,000	CMAQ, STP
Park-and-Ride Capacity (Planning only)	Thurston Region & surrounding regions	Develop infrastructure that supports trip reduction and reduction in VMT - may eliminate need for more costly capacity funding for state & local facilities	\$40,000	WSDOT Budget Request to support statewide plan and funding plan
Establish a Business Case for CTR	Private employers	Support participation in trip reduction efforts by integrating CTR with other business goals	\$10,000	WSDOT Budget Request
Implement a Region-wide Marketing and Community Outreach Program	Entire Thurston Region, including non-affected employers and residential community, tribes	Increase knowledge of and voluntary participation in trip reduction efforts	\$150,000	CMAQ, STP
Create a Recognition Program for Trip Reduction Efforts	All employers, employees, ETCs	Reward trip reduction	\$10,000	WSDOT Budget Request (see D for statewide program development)
			\$1,475,000	

VII. A SUSTAINABLE FINANCIAL PLAN

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VIII. IMPLEMENTATION STRUCTURE

As part of its strategic plan for implementing the Commute Trip Reduction Program, the City plans to work in partnership with the transit agencies, neighboring jurisdictions, and other partners.

Listed below are the organizations that will be involved with the implementation of the City's plan. Their roles and responsibilities are as follows:

A. Local Jurisdiction and Contractor

Along with all other affected jurisdictions in the Thurston Region, the City contracts with the Thurston Regional Planning Council to act as lead agency to implement all requirements of the CTR Law. The City will work with TRPC to implement local and regional plans and ensure worksite compliance with legal requirements.

B. Transit Agency

Intercity Transit will be responsible for providing transit and ridesharing services to the major employers and provides in-kind and sub-contracted marketing assistance to TRPC.

C. Employers

The employer will be responsible for complying with the requirements of the State CTR Law and the City Ordinance. The City and TRPC will work with the employers to meet their goals.

CTR Implementation Plan

See Section IV – E

VIII. IMPLEMENTATION STRUCTURE

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IX. GROWTH AND TRANSPORTATION EFFICIENCY CENTERS

As part of the Regional CTR Plan, the Thurston Regional Planning Council developed a Regional GTEC Feasibility Study to explore current conditions and jurisdictional thresholds for GTEC readiness. At this time, the City of Lacey is not preparing a GTEC program.

IX. GROWTH AND TRANSPORTATION EFFICIENCY CENTERS

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APPENDIX A. LACEY LAND USE AND TRANSPORTATION POLICIES AFFECTING CTR

APPENDIX A: Lacey Land Use and Transportation Policies Affecting CTR

The City of Lacey has the following comprehensive plan goals and policies which support CTR. Through the joint planning process, Thurston County has also adopted those goals and policies which are marked by an asterisk (*).

LAND USE GOALS AND POLICIES

D. UGA Boundary and Densities

2. Goal: Have criteria for the location of a full range of urban densities based upon the UGA boundaries and the availability of roads, utilities and services and environmental limitations. This criteria can serve for development of the comprehensive plan's land use map and for future decisions concerning amendment of the land use map.*

b. Policy: Areas designated for high and moderate density residential development shall be planned to accommodate a minimum density of 6 units per acre. Both high and moderate density designations may accommodate from 6 units per acre to the full density that might be permitted given other policies and standards, including PRD bonuses, transfer of development right bonuses, and other density incentives.*

E. Residential Goals and Policies

1. Goal: Enhance appearance, quality and function of residential neighborhoods.*

g. Policy: Develop an interconnecting network of streets and alleys designed for narrower widths and slower speeds. Provide pedestrian-friendly streetscapes, transit and alternative forms of transportation, curbside planting strips with trees and landscaping and civic identity.

F. Mixed Use Goals and Policies

1. Goal: Provide opportunities that allow mixed uses, enhancing character, functionality and desirability of planning areas.*

Policies Regarding New Urban Centers

a. Policy: Utilize the urban center concept with specific development requirements as one strategy to promote a mixed use concept.*

b. Policy: Consider designation of residential parcels of 60 acres or greater in size, or parcels that are surrounded by vacant residential parcels totaling 60 or more acres in size that can reasonably be integrated into a mixed use concept, as new urban centers. New urban centers shall be designed to have interconnecting streets and appropriate placement of open spaces and commercial use to serve adjacent parcels. Encourage the*

APPENDIX A. LACEY LAND USE AND TRANSPORTATION POLICIES AFFECTING CTR

integrated design of adjacent parcels less than 60 acres in size to develop in conjunction with and to complement urban centers. Where multiple parcels are involved, participation in dedication of land for public purposes and distribution of land uses shall be balanced as much as possible.

c. Policy: Urban center zones shall include a full range of housing choices, park area, transit services, pedestrian orientation and civic spaces. Additionally, they shall include neighborhood or community commercial scale retail and service businesses and offices, if considered appropriate to the site, and a school site if deemed necessary by the North Thurston Public Schools.*

Policies Regarding Mixed Use Arterial Corridors

a. Policy: Provide for a mixed use arterial corridor zone along Martin Way encouraging high density residential infill and redevelopment opportunities along this commercial strip as a strategy to promote a mixed use concept.

g. Policy: Use the 1993 study conducted by Thurston Regional Planning titled “Evolution of a Corridor – From Auto-Oriented Arterial to High Density Residential Corridor” as a guide for creation of the mixed use arterial zone and accompanying standards.

Policies Applying to All Mixed Use Concepts

c. Policy: In all mixed use concepts, develop an interconnecting network of streets and alleys designed for narrower widths and slower speeds. Create attractive pedestrian-friendly streetscapes, transit and alternative forms of transportation, allow on-street parking to replace or reduce uninterrupted expanses of parking lots. Require curbside planting strips with trees, significant landscaping and civic identity.

d. Policy: Use mixed use concepts to promote reduced dependency on single occupancy vehicle use by providing some selected services within walking distance of residences.

f. Policy: High quality, attractive, innovative design characterized by humanistic scale shall be the foundation of all mixed use concepts. This will include specific design and performance standards that provide pedestrian and transit orientation, spatial relationships between buildings, building and facade articulation, window and entrance treatments, the relationship of buildings to streets and pedestrians, attractive streetscapes, transportation, open space and protection of the environment, and nuisances mitigation.

g. Policy: Mixed use concepts should ensure an integrated relationship between buildings and their positive relationships to streets. Buildings and their primary entrances shall face streets.

i. Policy: Pedestrian-friendly techniques and improvements such as street trees in wide planting strips, sidewalks with brick crosswalks, pedestrian-scale lighting, street furniture

APPENDIX A. LACEY LAND USE AND TRANSPORTATION POLICIES AFFECTING CTR

and bus stops are integral to mixed use concepts. All proposals shall include plans for such improvements in conjunction with pedestrian corridors and key pedestrian intersections shown on the future land use plan map.

j. Policy: Mixed use concepts should be designed to promote the sense of community by mixing land uses, housing types and income levels. Concepts need to integrate these uses in proximity to essential services and workplaces. Concepts must have significant interconnections of roads and sidewalks. To meet housing goals, concepts should provide a variety of housing types available to people with a range of incomes.

k. Policy: Promote the following essential mix of land uses in mixed use proposals: housing, neighborhood-oriented shopping and services, offices, civic uses and spaces, workplaces, open spaces, and natural systems network.

l. Policy: Mixed use concepts must promote efficient land use by encouraging infill, ensuring development at more compact, higher urban densities, and placing residential uses in close proximity to basic retail and support services, as well as work places.

I. Residential Streets

1. Goal: Streets and transportation systems shall enhance the appearance, quality, and functionality of residential neighborhoods.*

c. Policy: Residential developments shall require strong, multi-modal transportation and pedestrian orientation. Pedestrians need friendly streetscapes, sidewalks, pedestrian links, and convenient covered bus stops. Multifamily areas may benefit from buildings organized along the streets.*

d. Policy: Street sections shall be characterized by an interconnected network or modified grid pattern, an attractive streetscape that is inviting to pedestrians as well as vehicles, planting strips with street trees between street and sidewalks, sidewalks on both sides of streets, pedestrian scale lighting and on-street parking. Design shall promote the safe coexistence of pedestrians and vehicles in close proximity. Streets shall have narrower widths and slower speeds, accommodations for bicycles and bike parking. Nearly all streets shall terminate to other streets. Alleys shall be designed down the center of blocks and interconnected with other alleys and internal streets serving the development. Provisions shall be made for transit stops to accommodate attractive shelters.*

g. Policy: Traffic calming techniques shall be used where appropriate to enhance street space and experience by reducing vehicular speed and helping to create a sense of place for streets that serve pedestrians and cyclists, as well as vehicles. Techniques may include "T" intersections, roundabout islands and other diversions, offset intersection and slow points, such as planting bulbs that provide protected parking and force regular changes of direction.*

APPENDIX A. LACEY LAND USE AND TRANSPORTATION POLICIES AFFECTING CTR

h. Policy: Parking lots serving mixed use developments and commercial sites in residential areas shall be located to the rear or sides of the buildings. They shall not be located on the street side of buildings. Any parking located to the sides of buildings must be designed and screened such that it neither disrupts nor distracts from the streetscape continuity.

i. Policy: All parking lots in mixed use developments and in commercial sites in residential areas shall provide bicycle parking and shall be screened. Lots shall be heavily landscaped throughout and along the edges, and shall include numerous trees and internal planting bays.

L. Commercial Goals and Policies

1. Goal: Provide a full range and appropriate siting and design of commercial facilities to support the residential environment of Lacey and support the development of Lacey as an attractive, functional regional commercial center. All commercial development should enhance the quality of life of our residents.*

e. Policy: As retail and personal services are business uses dependent on walk-in traffic, they should be encouraged to group together, preferably within planned centers to maximize sales and pedestrian movement within the concentration and to provide safer and more efficient facilities for access, internal circulation and parking.*

f. Policy: Large city-wide or regional general commercial uses should be grouped into centers, rather than dispersed throughout the city. These centers shall have a landscaped urban park quality.*

g. Policy: Future development of commercial areas should rest on a comprehensive integrated planning scheme incorporating performance standards regarding greenbelts and buffering, landscaping, public service, utilities, parking facilities, commute reduction techniques consistent with the State Commute Reduction Law, and other items of site design important to the community.*

i. Policy: New business development should be designed to encourage buses, pedestrians and bicyclists, as well as motorists.*

j. Policy: Seek methods of safely introducing the pedestrian and bicyclist into existing business areas, including, but not limited to, requiring such things as pedestrian improvements, bike lanes and bike parking with development of commercial sites.*

l. Policy: Whenever practical, site planning and design of non-residential land uses should permit the shared use of parking facilities for off-hour activities. Additionally, park and rides should be permitted and should qualify as parking for surrounding commercial activities.*

APPENDIX A. LACEY LAND USE AND TRANSPORTATION POLICIES AFFECTING CTR

2. Goal: Create a healthy and attractive setting along the arterial commercial entrances to Lacey; Martin Way from College to Marvin and Marvin Road from I-5 to Martin, at the entrances on Pacific and along streets within Lacey's core commercial areas.

f. Policy: Development should use setbacks, site designs and landscaping to avoid creating a corridor with parking lot after parking lot and to promote safe pedestrian walkways within parking lots. This should encourage walking, public transportation and bicycle use.*

j. Policy: Arterial commercial entrance corridors should also incorporate facilities for non-automotive transportation, including:*

- (1) Pedestrian facilities that provide easy access but with strong separation from heavy street traffic; and*
- (2) Bikeways designed to be distinct from pedestrian paths; and*
- (3) Transit facilities.*

k. Policy: Public investments within the street corridor should also be consistent with the policies in this section, especially regarding landscaping, pedestrian facilities and transit facilities.*

TRANSPORTATION GOALS AND POLICIES

1. Travel Demand Management

GOAL: Reduce vehicle trips and vehicle miles traveled during peak periods to minimize the demand for constructing costly road improvements. In the short-term, establish education, incentives and services that encourage employees and students to use alternative transportation methods for work, school, and other trips. Over time, phase in disincentives, regulations and enforcement that discourage driving alone.

1.1. Public Information and Education

- 1.1.1 Develop information programs for the general public that promote alternatives to driving alone to work and school. These may include: written information; speakers bureau; interpretive displays; alternative transportation fairs; and multi-media presentations. The purpose is to inform people of available services and the economic, environmental and personal benefits that can be achieved by reducing driving alone.
- 1.1.2 Track the reduction in commute trips and other measures that help reduce vehicle trips and develop information about these in order to inform the public and celebrate achievements. As proposed TDM programs are funded and implemented, appropriate benchmarks and goals for urban and rural areas should be developed. Progress on these goals should be monitored and reported regularly.

APPENDIX A. LACEY LAND USE AND TRANSPORTATION POLICIES AFFECTING CTR

- 1.1.3 Keep citizens informed about decisions that will be made that will affect the transportation network and transportation services so that they can participate in the decision making process.
- 1.1.4 Provide ongoing public education programs about safety, courtesy and the rights and responsibilities of motorists, pedestrians, and bicyclists.
- 1.1.5 Work with school districts and colleges to develop transportation education programs that will make students aware of the costs and benefits of various transportation choices and promote available services and alternatives.
- 1.1.6 Support outreach and education that encourages the use of Location Efficient Mortgages that can act as an incentive for homebuyer's to purchase homes in close-in urban areas.

1.2 Incentives and Services

- 1.2.1 Pursue incentive and service programs to attract people to alternative modes, such as:
 - ride matching services for carpools and vanpools;
 - preferential parking for carpools and vanpools;
 - employer and/or Intercity Transit subsidized bus passes, and other financial incentives;
 - "flex time" programs, telecommuting, teleconferencing, four days work weeks;
 - a guaranteed ride home in case of emergency;
 - facility support for high occupancy vehicle travel, such as park-and-ride lots and HOV lanes, if viable;
 - land use development standards that promote attractive, safe environments for bicycle and pedestrian activities;
 - facility support for non motorized travel, such as bicycle lanes, bicycle parking, sidewalks, and shower facilities; and
 - encouraging commercial deliveries and shipping during off peak hours.
- 1.2.2. Recognize that single-occupancy vehicles will continue to be the primary mode of transportation for many people. Encourage the use of smaller, more fuel-efficient vehicles, such as compact cars, motorcycles, and motor scooters.

1.3 Commute Trip Reduction

- 1.3.1. The CTR coordinating agency will work with affected employers to implement specific measures to achieve trip reduction targets. These measures include, but are not limited to, providing TDM support facilities such as showers; lockers; lunchrooms; covered transit stops; and paths connecting transit stops to building

APPENDIX A. LACEY LAND USE AND TRANSPORTATION POLICIES AFFECTING CTR

entrances. Local jurisdictions and the State will enforce state and local trip reduction laws.

- 1.3.2 Local CTR coordinators should coordinate with the State's public awareness campaign efforts. Inform employers and employees of travel demand management needs and encourage employees to use alternative travel modes. In making available services and expected results known:
- use formal procedures to establish or changes rules;
 - sustain the programs over time – ongoing funding support for program coordination should be identified;
 - emphasize area-wide solutions – economies of scale may be realized by programs undertaken throughout an area;
 - share costs where possible – marketing strategies, printing costs and acquisition of vans can be shared by area participants; and
 - The regional CTR coordinator should work with affected employers to form Transportation Management Associations (TMA's) to jointly work toward achieving trip reduction goals.
- 1.3.3 Encourage smaller employers to participate in the trip reduction program by providing services and incentives.
- 1.3.4 School districts are encouraged to evaluate measures that might help address traffic congestions, such as staggered start times, parking management, more use of public transit, sharing of school bus fleets, and other measures as appropriate to reduce traffic demand during peak commute hours.

1.4 Parking Management

- 1.4.1 Manage parking to decrease the percentage of drive alone commuters. This can be done by developing parking management plans in all jurisdictions, especially in the Core Areas and along High Density Residential Corridors where transit runs most frequently. Parking management should acknowledge customer parking needs in commercial areas. Parking management strategies may include:
- reducing free or subsidized long term employee parking;
 - establishing appropriate maximum parking ratios for employee parking, especially for new non residential development;
 - increasing the number of preferential parking spaces for carpools and vanpools;
 - encouraging employers to implement a "parking cash-out program" whereby employees have the choice of parking space or a cash allowance;
 - encouraging the use of common parking facilities among adjacent land uses; and
 - monitoring potential impacts of parking management on adjacent neighborhoods and mitigating the impacts, where appropriate.

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- 1.4.2 Local jurisdictions are encouraged to move from minimum parking standards to maximum parking standards, especially for employees, in areas where alternative transportation facilities are available.
- 1.4.3 As funding becomes available, develop area wide parking management plans for Core Areas (especially state and local government sites), other major business employment sites, and schools and colleges. These plans should consider how parking management can evolve over time as transit service and other demand management programs become available. In strategy areas (corridors with capacity deficiencies but too costly to be widened), parking management may be important.
- 1.4.4 Consider public provision of commercial parking in Core Areas that can be redeveloped as other transportation services become available and the density of Core Areas increase. This can serve as an incentive for development to locate in Core Areas since parking requirements are met and controlled by public entity and the development is able to fully utilize its site.
- 1.4.5 Maximize the use of existing parking lots, wherever possible, as park and ride lots, especially where services are available that will allow one stop shopping. Support local jurisdiction efforts to develop regulations requiring transportation management plans for new development, especially in Core Areas and along the High Density Residential Corridors.
- 1.4.6 School districts are encouraged to implement student parking management strategies while working with neighborhoods to minimize impacts on surrounding streets and roads.

1.5 Emerging Technologies

- 1.5.1 Facilitate implementation of emerging technologies to reduce daily physical travels to work, stores, business meetings, banks and schools and other activities.
- 1.5.2 Local and regional government entities will continue to facilitate participation in their meetings and proceedings via electronic means to reduce the need for physical travel. This may be addressed by providing sufficient capacity when local governments renew their agreements with telecommunication and cable franchises.
- 1.5.3 Monitor the effect of emerging technologies in reducing physical travel in order to more realistically assess future travel demand, and incorporate the findings into future Transportation Plan updates as appropriate.

1.6 TDM Implementation

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TDM is an important part of the transportation solution. Local jurisdictions will work together to determine the process and funding for implementing the proposed regional TDM programs.

2. Public Transportation

GOAL: Support Intercity Transits efforts to provide effective public transportation services to help reduce car dependence in the region and serve the needs of people who rely on public transportation.

2.1. Transit System Expansion

Support increased transit service over time in response to infill, higher density development and growth. Intercity Transit should maximize system productivity by emphasizing service in the Core Areas and High Density Residential Corridors. Use smaller buses to minimize impact on residential neighborhoods and roads. Continue to explore the feasibility of providing high capacity transit (HCT) services between Thurston County and Central Puget Sound Region.

2.2 Transit System Reliability

Ensure the transit system is a viable alternative to the private automobile whenever possible. Encourage capital and Transportation System Management investments to improve the reliability, safety, and attractiveness of the transit system, especially in the Core Areas and along High Density Residential Corridors.

2.3 Transit Operating Speed

Intercity Transit should develop and work toward a transit operating speed goal in coordination with the City of Lacey and other local jurisdictions. The goal will trigger discussion of strategies on how to maintain reliable transit services. In some cases system improvements may be necessary to give transit and carpools/vanpools a travel time advantage. These improvements should not unreasonably degrade the overall LOS for other transportation modes including freight movement.

2.4 Improve Services to Attract More Riders

Intercity Transit should develop a transit system that attracts more people, especially in urban areas, to use public transportation. Special care should be taken to meet the transit needs of elderly, disabled, young, and low-income citizens.

2.5 System Coordination

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Intercity Transit should assess the need for expanded and coordinated service connections to other activity centers within the county and between Thurston County and activity centers of adjacent counties.

2.6 Intermodal Coordination

Integrate the regional public transit system with other modes of transportation including auto, bicycle, pedestrian, rail, and other modes as they develop. This might include the secure bike racks and park and ride lots and on buses, and transit transfer points at rail stations.

2.7 Park and Ride Lots

Expand existing park and ride lots and develop new sites over time as needed. Implement appropriate measures to deter vandalism and theft and to ensure that sites are safe and conducive to effective use. Park and Ride Lots should be designed and located in a manner that compliments the surrounding land use.

2.8 Rail Service

Explore the options for operating short line rail in the region including tourist operations. Ideas for future freight and passenger rail operations should be examined by the Port, Intercity Transit, and private rail operations organizations to determine their viability.

2.9 Other Forms of Public Transportation

Explore high capacity transportation options as well as increased Amtrak and vintage streetcar/trolley operations wherever they are viable. The successful creation of core areas as major destinations and increased densities in other parts of the urban area will set the scene for possible future rail. While these alternatives are more costly than bus transit now, they may prove to be a good option for some areas.

2.10 Private Participation

As funding become available, the City of Lacey could work with IT to investigate possible funding mechanisms, including private participation and joint development of transit facilities and services such as transfer centers, park and ride sites, and private subscription bus service if viable.

2.11 Public Education

Look for opportunities to promote transit as part of on-going public education. For example, include transit and rideshare information in public meeting notices when meetings are held within service areas. Evaluate the cost benefit of all education projects.

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3. Bicycle and Pedestrian Transportation

GOAL: Encourage bicycle and pedestrian travel by providing inviting, safe, convenient and connected routes, education and incentive programs, and support services such as bike racks, showers, and lockers.

3.1 Improved Connections

Improve bike and pedestrian facility connections over time to provide a viable transportation alternative and enable continuous recreation routes.

3.2 Long-term Improvement Programs

The City of Lacey adopted a Pedestrian Trail Plan in 1998, this plan is a list of projects that could be completed with or without roadway improvements. This plan prioritizes missing link projects based on the following criteria:

- Street design standards: higher volume roadways receive a higher ranking.
- Pedestrian Generation Factor where commercial areas, high density residential corridors, and other major trip generators, such as schools, parks, churches, and other activity centers.
- Pedestrian Safety,
- ADA Accessibility,
- Areas identified on Transit or School bus routes or identified in the regional urban trails plan.

This methodology was developed to prioritize projects on an objective level. All projects in this plan are needed to enhance travel for pedestrians, bicycles, and transit riders. Such programs can include urban trail projects where appropriate.

3.3 New Facilities

It is more cost effective to construct pedestrian and bicycle facilities in conjunction with other capital improvements (roadways, sewers, waterlines, stormlines) and new developments. The City will continue to evaluate coordination of these projects. On-street bicycle/pedestrian facilities will continue to be incorporated into road improvement projects in urban areas. Encourage employers to include bicycle and pedestrian supportive facilities at employment sites through appropriate guidelines for new development.

3.4 Interjurisdictional Coordination

Coordinate bicycle/pedestrian facility improvements among jurisdictions to complete connected routes.

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3.5 Bicycle Parking

Develop standards for new developments to provide safe, convenient and secure bicycle parking at activity centers such as commercial areas, institutions, parking garages, park and ride facilities and transit stations.

3.6 Safe and Supportive Bicycle and Pedestrian Facilities

Encourage safe pedestrian and bicycle travel, especially in the core areas and high density corridors. Make sure development and redevelopment in these areas makes it as easy to get around by transit, walking, or bicycling as by driving. Development guidelines should direct building placement in ways that do not interfere with efficient transit service or access by pedestrians and bicyclists in certain areas. Sidewalks should make good connections with bus stops and with the entrances to buildings and comply with the Americans with Disabilities Act. Assign a high priority to improving the safety of sidewalks and bike lanes. This plan supports methods to provide safe crossings incorporated into roadway designs including: center roadway medians; pedestrian refuge islands; innovative traffic calming measures; narrow streets; and appropriate detectors for pedestrians and bicyclists.

4. Highway and Road Network

GOAL: Maintain and improve a network of highways, streets, and roads that moves people, goods, and services safely and efficiently throughout the region, minimizes social and environmental impacts, and supports various modes of travel.

4.6 Road Width and Community Scale

Generally, a road shall not be widened beyond two through lanes each direction with auxiliary turn lanes as appropriate. Roads with more than five lanes are perceived by the public as beyond the scale that is appropriate for this community.

4.7 Multi-Modal Approach to LOS Goals – Strategy Areas

In portions of the roadway network identified as “strategy areas” ideal LOS goals should be used as a framework to evaluate alternatives to road widening. Other alternatives for improving capacity include strict access control, center roadway medians, modern roundabouts, removal of traffic signals, restricting certain movements, one-way streets, and other innovative solutions. Actions to reduce vehicle trips, such as adding bike lanes and sidewalks, improving transit services, and implementing travel demand management measures should be considered to relieve traffic congestion in strategy areas. Local concurrency ordinances should be reviewed and updated as appropriate to implement multi-modal strategies identified for these areas.

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4.8 Multi-Modal Integration

Road projects shall consider needs for transit, HOVs, pedestrians, bicycles, and freight movement, during initial project development. Measures to consider may include the provision of, but are not limited to: bicycle and sidewalk facilities at the time of road construction; transit signal priority or queue jumper lanes in urban corridors; and facilities to expedite the movement of freight between road, rail, and marine transport.

In addition, standards should be developed for traffic calming and key multimodal intersections to encourage various modes of travel, reduce vehicle speed and cut-through traffic.

4.9 Connections and Access

In the urban area an increased number of street connections should be built. This acknowledges that a network of connected streets reduces the distance to destinations or transit stops, gives several route options, reduces vehicle miles traveled, reduces the need for road widening, and makes freight delivery and emergency service more efficient. With more streets, fewer lanes are needed on each arterial. Fewer lanes on streets preserves easy and safe access for pedestrians.

4.10 Transportation and Land Use

Highway, street, and road projects shall be consistent with long range local land use plans and long range traffic forecasts, and should contribute to reaching the drive-alone reduction goals of this plan.

8. Intermodal Connections

GOAL: Provide adequate connections and access among all transportation modes that function as an integrated regional transportation system. The coordinated multimodal transportation system will enhance choice in serving the mobility and accessibility needs of people and goods within and through Thurston County and minimize transportation-related fuel consumption and air pollution.

8.1 Highways, streets, and roads should be designed and constructed to accommodate cars, transit, HOVs, pedestrians, bicycles, as well as trucks as appropriate.

8.2 Provide appropriate intermodal connections at transit transfer centers, regional activity centers, regional employment centers, the Port, the Olympia Airport, regional freight and passenger rail stations, and regional industrial areas.

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- 8.3 Encourage the provision of intermodal supporting facilities at appropriate locations. Such facilities may include park and ride lots at appropriate interregional transit stations, bus shelters at transit transfer centers and bus stops, bike racks and shower facilities at major employment sites.

9. Land Use and Development

GOAL: Attract the density, mix, type, and concentration of development that is identified in the Comprehensive Land Use Plan, and identified corridors throughout the region to support and encourage the use of alternative transportation modes.

- 9.1 Continue to increase density and mixed uses in High and Medium Density Residential Corridors and Core Areas consistent with the Lacey's Comprehensive Plan's Land Use Element. This will provide the population concentration necessary to support increased transit service, and enable some people to meet day to day needs without driving.

Land Use Definitions:

Core Areas: High density areas mixing residential, employment and commercial activities with small parks or green spaces. Core areas create compact urban environments where people live, work, shop, and play, and are able to satisfy day to day needs with fewer vehicle trips. Residential density goals should be 15+ units/acre and employment density goals should be 25+ employees/acre in order to create the necessary concentration of activity to support and maximize use of alternative transportation options.

High Density Residential Corridor: High density residential areas along the urban streets serving as primary links between Core Areas and major employment sites. Residential density goals should be 15+ units/acre in these corridors. This density should be encouraged within ¼ mile of the main streets where appropriate. Where lower density neighborhoods already exist adjoining the High Density Residential Corridor, an average of 7+ units/acre should be encouraged in these adjacent neighborhoods. Neighborhood commercial and some transit compatible commercial and retail should be provided in these largely residential areas.

Medium Density Residential Corridor: Medium density residential areas within a five minute walk or ¼ mile of an urban area street that is a logical connector to a High Density Corridor, core area or major employment site. Residential density goals should be 7+ units/acre in these corridors. Small scale neighborhood commercial serving the day to day needs of the neighborhood is located at appropriate intervals. These neighborhood commercial areas are good locations for transit stops.

APPENDIX A. LACEY LAND USE AND TRANSPORTATION POLICIES AFFECTING CTR

- 9.2 Create strong incentives to attract appropriate development in and around Core Areas and High Density Residential Corridors. Site public buildings and focus public investment in these areas in order to encourage the concentration and mix of uses that will help achieve transportation and land use goals. Development in these areas will support the use of alternative transportation modes and the substantial investment in TDM focused in these areas.**
- 9.3 Locate and develop medium and high density residential and neighborhood scale in a way that respects abutting properties and minimizes the impacts on them. Join with the development community in pursuit of good urban design through information, education and prototype projects, to assure compatible development, protect abutting property, and encourage public acceptance of compact, dense development.**
- 9.4 Encourage urban design standards for infill and redevelopment to assure compatibility with surrounding properties, and contribute to the creation of a sense of place. In Core Areas and along High Density Residential Corridors, urban design standards for streets and buildings will be especially important to assure the creation and maintenance of human scale areas that encourage and accommodate pedestrian activity.**
- 9.5 Use development standards that encourage and accommodate pedestrian, bicycle and transit riders. Such standards include:**
- the use of connected street grids, with alley access for garages and service and delivery vehicles, where practical in new urban growth area development,
 - safe and accessible transit stops;
 - pleasant, safe, and attractive streets and sidewalks;
 - convenient access to the fronts of buildings;
 - good pedestrian connections between buildings;
 - new or redeveloped buildings placed close to the street edge of the planned right of way, with parking on the sides or behind the buildings or in a way that does not interfere with efficient transit service and easy access by bicycles and pedestrians;
 - park and ride lots that encourage the location of convenience stores and personal services for the day to day needs of commuters.
- 9.6 Encourage design standards and other requirements that support transit, bicycle and pedestrian movement in the local site plan development review process. Encourage the location of public buildings and facilities on existing transit routes if feasible.**
- 9.8 Encourage local jurisdictions to fine tune plans and work with the State Legislature and the development, finance, and other affected communities to identify barriers to urban infill development and redevelopment, and establish tools for achieving the land use density goals.**

APPENDIX A. LACEY LAND USE AND TRANSPORTATION POLICIES AFFECTING CTR

10. Energy and Environment

GOAL: Work toward development of a transportation system that reduces dependence on fossil fuels, uses energy efficiently, promotes improved air and water quality, helps prevent sprawl, and lessens the region's vehicle emissions.

10.1 Protect air quality by reducing vehicle exhaust emissions, especially carbon monoxide emissions, through:

- promotion of alternatives to the single occupancy vehicle;
- support of roadway operational efficiency improvements such as removing bottlenecks, adding intersection turn lanes and coordinating traffic signals;
- development of a transportation system that works as efficiently as possible for all modes of travel; and
- concentration of destinations to decrease the number of miles traveled and the number of times that a vehicle's engine must be started.

10.4 Protect the environment by promoting compact urban development to reduce vehicle miles traveled. This can occur by implementing Comprehensive Plans which emphasize concentrating growth, using existing roads and building new corridors where needed, and by creating attractive urban areas where people will want to live and where they will be close to services. Compact urban development will reduce urban sprawl and help conserve rural and natural areas.

10.5 Promote energy conservation and pollution reduction through commute trip reduction programs and the use of alternative fuels.

11. Intergovernmental Coordination

GOAL: Coordinate state, regional, and local transportation plans to assure transportation facilities crossing jurisdiction boundaries are addressed in a consistent manner; and transportation and land use decisions contribute to increasing alternative travel.

11.1 Support efforts to coordinate public transit service with school district bus service where possible to reduce vehicle trips.

11.4 Coordinate regional Travel Demand Management efforts (including Commute Trip Reduction program) in order to maximize effectiveness and efficiency.

11.8 Coordinate regional Travel Demand Management efforts (including Commute Trip Reduction program) in order to maximize effectiveness and efficiency.

APPENDIX B. PUBLIC COMMENT

APPENDIX B: Public Comment

When developing the local, regional and GTEC Commute Trip Reduction Plans for the Thurston Region, TRPC solicited preliminary comments from Employee Transportation Coordinators across the region. As part of the formal public comment process for individual jurisdictional and Regional Planning Council Plan adoption, ETCs will be provided with another opportunity to comment.

- Transit service in the core Olympia/Lacey/Tumwater business areas needs to continue later into the evening because many people don't get off work until after 8:00 p.m.
- Management support is a real challenge. All of our management chooses the single occupant vehicles from their homes. They are not serious about it, so the challenge is in individual employee's lap.
- I choose to take the bus as much as possible only because I have decided I want less money in gas going toward work and more going toward my personal life. Additionally I have found that once I got past the "thinking about it" stage, the easier it got to walk out and get in the bus line.
- One method that might improve the willingness of people to take Intercity Transit is to better expose the conditions of the transit vehicles and the clientele. Thanks to TV: Many people think of buses as being dirty, "inner city", and graffiti laden vehicles. NOT TRUE. They are clean, safe, air conditioned, and many are new vehicles. Others think that the people that ride buses are weird street people and thugs. NOT TRUE. Most are middle class commuters like you and me. I found that if I just sit calmly, gripping my pepper spray, I feel better! Then I discovered that I was the "weird street people," and I quit worrying about it.
- If we want to support commuting by bicycle, we need to not only provide clean, safe and secure parking for commuters, but also for staff and visitors traveling between state buildings. I would suggest that building codes be changed so that all governmental buildings and commercial office buildings serving in excess of 100 visitors per day provide limited bicycle parking that is:
 - Clearly indicated by signage
 - Located near the entrance of the building
 - Safe to both the rider and the vehicle
- I have commuted to work by bike bus and car this summer. When I bike, I sometimes try to use my bike to go to meetings in other state buildings. Ideally a state worker could bicycle to work and to meetings in other buildings. Bike parking is usually awkward, inconvenient, or non-existent. Signage is often non-existent and visitors must allot extra time to finding out if bike parking exists and where it might be.

Some state facilities have biking facilities convenient to visitors to the building. At others, you have to hunt around the building (no signage) to find the bike rack (hidden in between buildings) where the racks are crowded by benches. This is better than what a certain site

APPENDIX B. PUBLIC COMMENT

offers, which is to use the smoking shelter a block away, park at another building and use their bike locker or chain their bike to a tree. If you drive you just park, turn your key in the lock and walk through the door. Why would anyone ride a bike?

- Remove student parking lots from area high schools. Do you really expect kids who don't ride the very-available school bus in favor of their personal car, to suddenly park their car and take the bus as adults? And don't accept the excuse that these kids need cars for after-school activities and work, they can take the school or community buses for that. Training needs to start young.
- I would think a major concern with me would be not having access to a vehicle during the lunch hour. If one was available I could see more staff taking advantage of car pooling
- Make bus stops more appealing – such as a covered area with a bench. Weather is a big deterrent here in Washington.
- More park and ride lots with a transit center and bike lockers.
- Bike lanes on all the roads in the area. For example: I would use my bicycle (and I know others in my area would, too – even people who walk) if Meridian NE had a bike lane on it. It is 50 mph with lots of hills, big ditches, and very dangerous. I wouldn't let my son ride his bike there, so as a parent, I didn't encourage my kid to ride a bike or walk when he was young, so now he drives everywhere. Gotta teach them good habits while they are young, but we must have the tools to do this.
- I would also like bus service extended to Beach Crest/Jubilee areas in NE Lacey. The closest bus stop is 4 miles away! This is not a very great way to encourage ridership.
- Daycares, stores, and other conveniences (coffee shops) by the bus stops. Have the grocery stores sell those wheeled wire grocery carts that lots of old people use to cart their things from destination to destination.
- Have Internet outlets on the buses so we can work or take care of our home e-mails while we take the LONG drawn out Intercity Transit ride that we must suffer through because there are not enough buses to create a good transit system.
- Improve the bus system. As it is, it takes me 1-1/2 hours to get from home to work on the bus, and it takes 20 minutes by car. I have to go WAY out of the way to get to places just a couple of miles away. What is there encouraging me to ride the bus with the time it takes to get places? Other cities don't have this problem.
- There is a lack of accommodations for bikers. Have lots of bike lockers EVERYWHERE! Provide air and pressure gauges for checking tires; wipes for sweating and riding in the rain; water fountains for hydration – there could be a charge for these or have them available in vending machines (like the ones at the car washes). 25 years ago there were water fountains everywhere – what happened to them? For incentives to get people to ride bikes, why not create free parking for them – and take out some of the automobile

APPENDIX B. PUBLIC COMMENT

parking? Create a law that makes business owners have bike racks in front of their business – the lack of safe places for bicycles is a problem.

- Let vanpoolers park for free anywhere within city limits.
- A huge hurdle is not having public transportation to the South County. Our only option is van pool/car pool.
- Provide some way for carpoolers/vanpoolers to get around quickly during the lunch hour – such as renting a bicycle or moped.
- Free coffee or chocolate for people using CTR methods.
- City/County should require that all buildings be designed such that it is easy to walk from the bus stop to the building entrance.
- Would be helpful if City/County closed the gaps in the bicycle/pedestrian network as people have trouble planning a route that is safe for biking and walking.
- Transit service needs to start earlier in the morning because many people start at 7:00 a.m.
- The City/County should lower their parking requirements for new buildings. With so much excess parking, it is just too easy to drive a single occupancy vehicle.
- The City/County should broaden marketing to target all residents rather than just those at affected worksites.
- I'd like to see more pressure put on state agencies to allow teleworking at least one day each week for jobs where it is feasible. For employees living in rural areas, and who need to work a flex schedule, there are no other alternatives to driving alone.
- We definitely need cities/counties to provide more Park N Ride lots for staff to park their car and ride the bus to work. Most are currently filled to capacity and one of our staff has had difficulty finding a space at the Lakewood Park N Ride lot. The Hawks Prairie lot was closed several years ago when the new mall was erected on that site. People need places to park their cars so they can take the bus to nearby cities such as Tacoma and Seattle and vice versa. This is a current and urgent need.

APPENDIX B. PUBLIC COMMENT

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APPENDIX C. MAPS

- Map 1: Thurston County Vicinity Map
- Map 2: CTR Affected Jurisdictions
- Map 3: Major Roadways in the Thurston Region
- Map 4: Thurston Region Strategy Corridors
- Map 5: Lacey Worksite Location Map
- Map 6: Lacey Core – Where the Workers Live
- Map 7: Thurston Region Trail Network
- Map 8: Thurston County Population Density
- Map 9: 2007 Generalized Zoning
- Map 10: Park and Ride Facilities in South Puget Sound
- Map 11: Intercity Transit Routes
- Map 12: Intercity Transit Projected Service Levels by 2012
- Map 13: Lacey City Hall and Vicinity
- Map 14: Lacey Corporate Center and Vicinity
- Map 15: Martin Way Offices and Retail Area and Vicinity

Thurston County

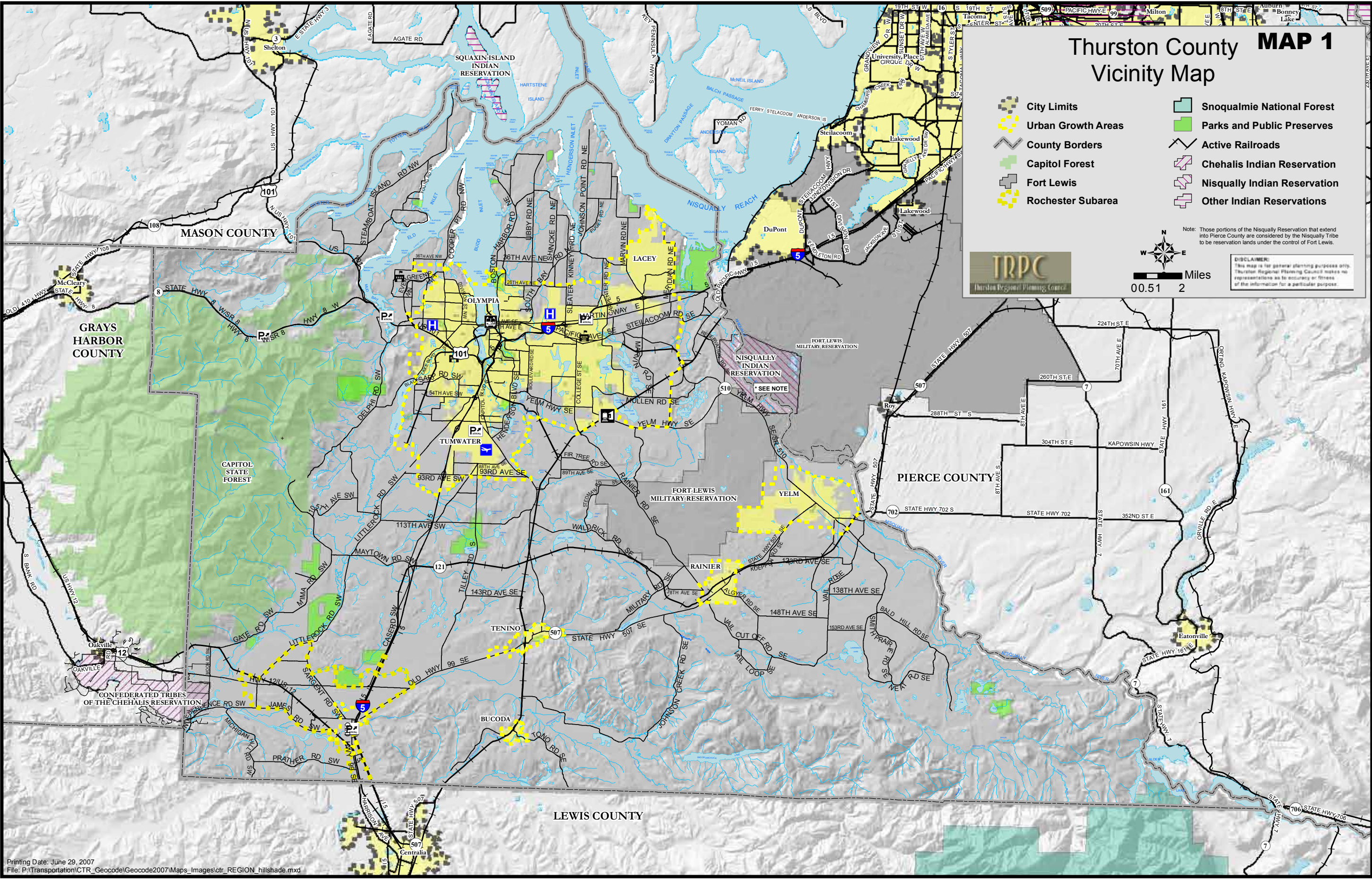
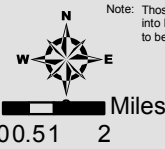
MAP 1

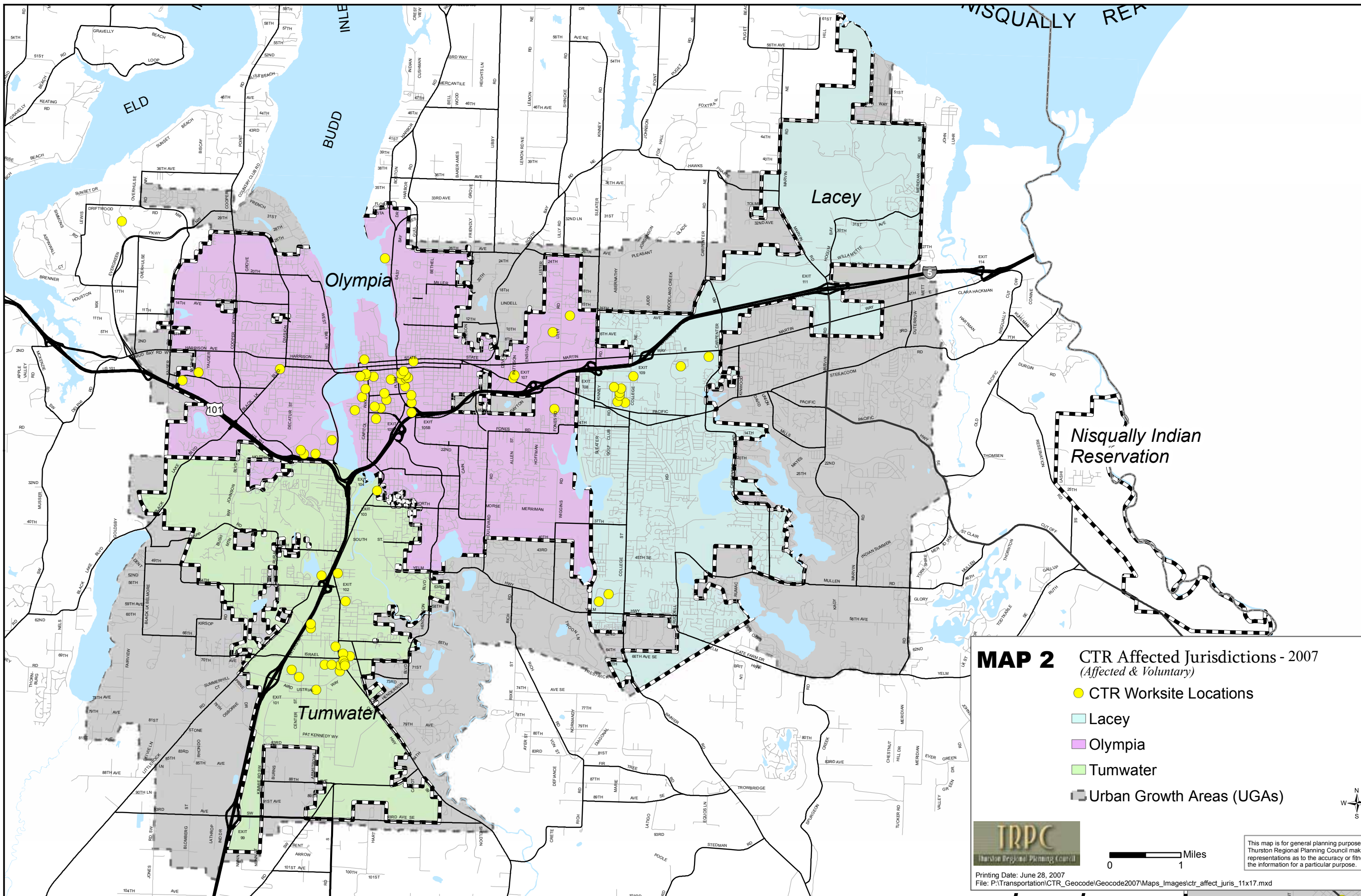
Vicinity Map

- City Limits
- Urban Growth Areas
- County Borders
- Capitol Forest
- Fort Lewis
- Rochester Subarea
- Snoqualmie National Forest
- Parks and Public Preserves
- Active Railroads
- Chehalis Indian Reservation
- Nisqually Indian Reservation
- Other Indian Reservations

Note: Those portions of the Nisqually Reservation that extend into Pierce County are considered by the Nisqually Tribe to be reservation lands under the control of Fort Lewis.

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MAP 2 CTR Affected Jurisdictions - 2007
(Affected & Voluntary)

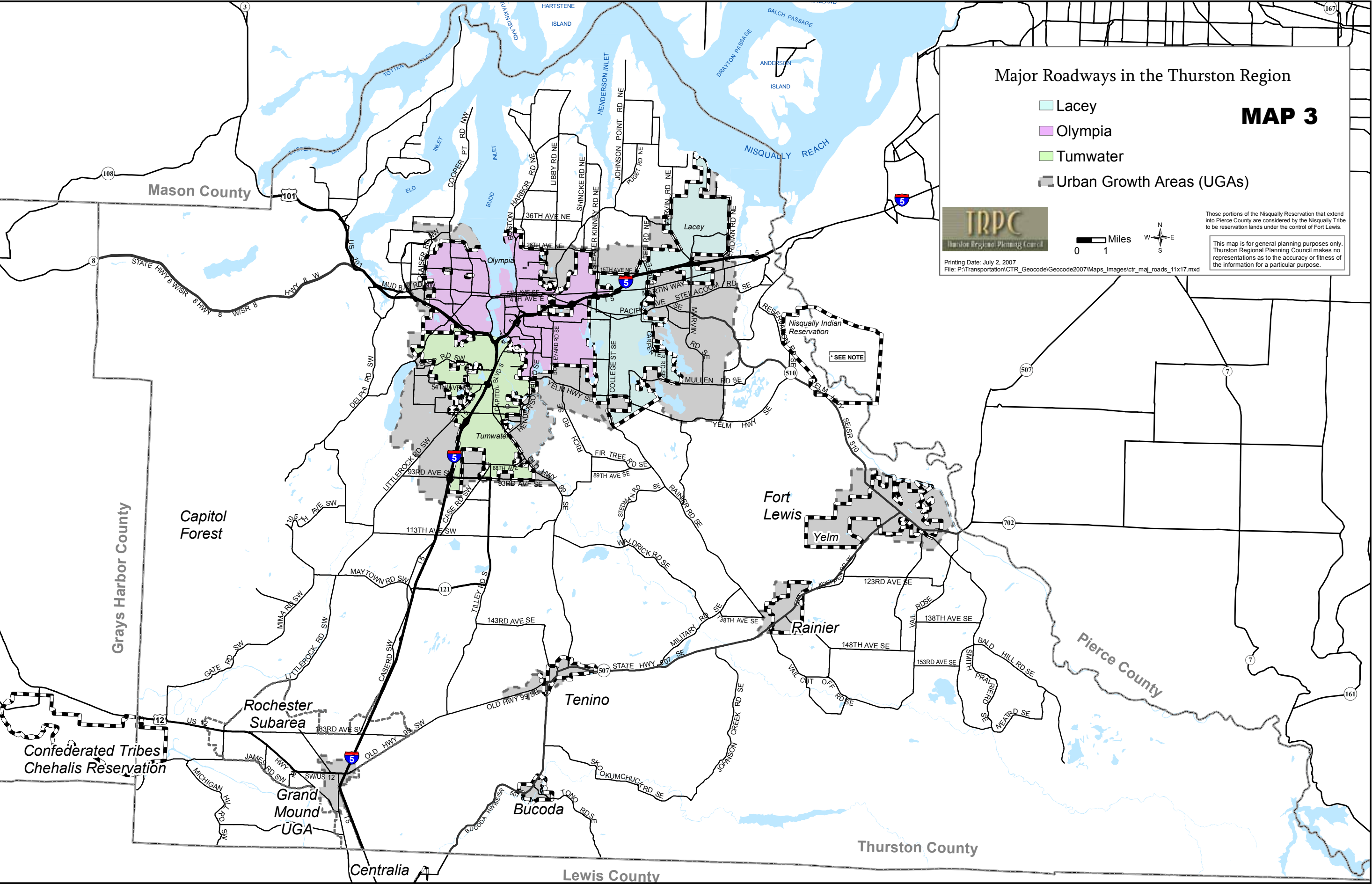
- CTR Worksite Locations
- Lacey
- Olympia
- Tumwater
- Urban Growth Areas (UGAs)



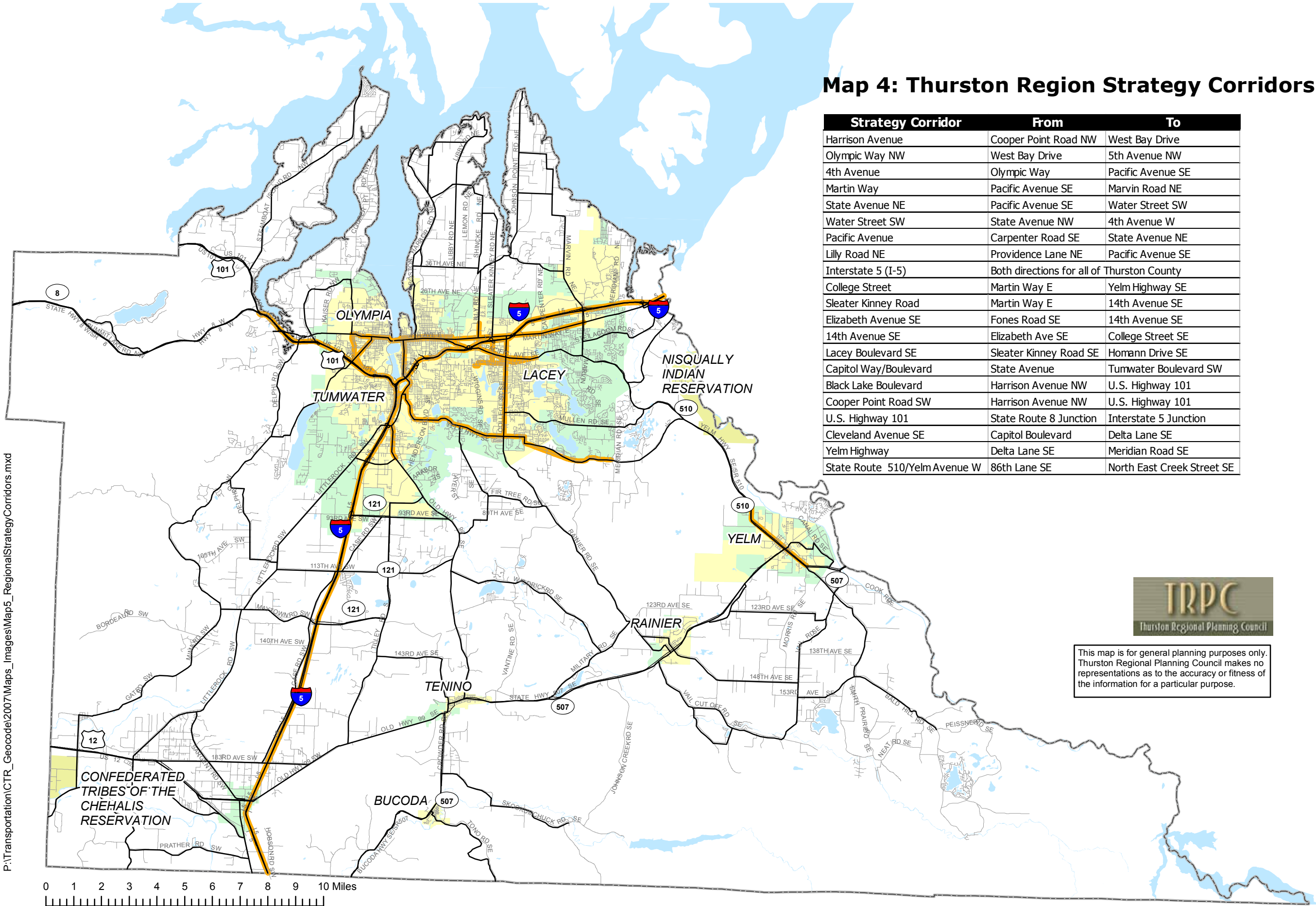
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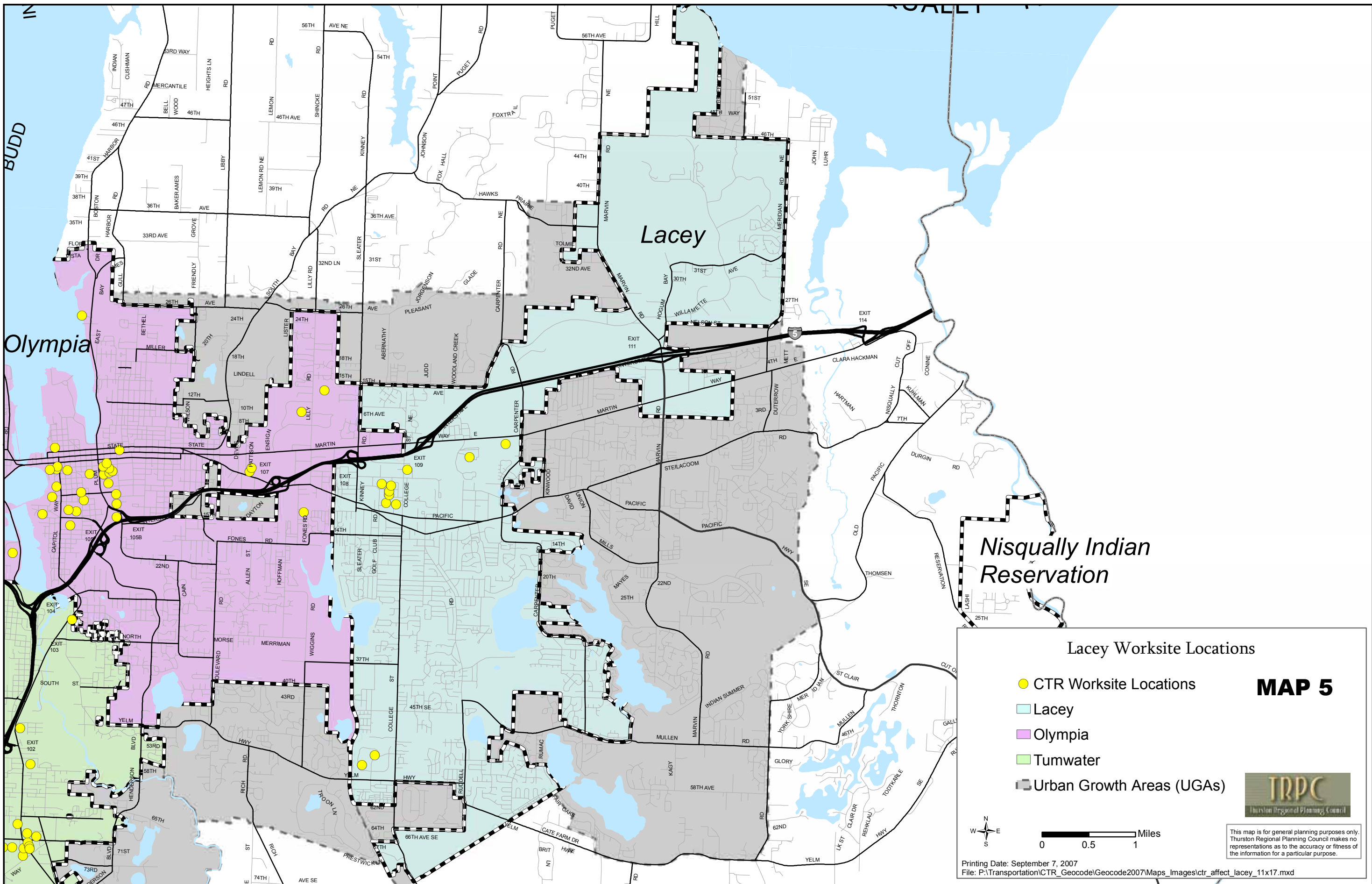
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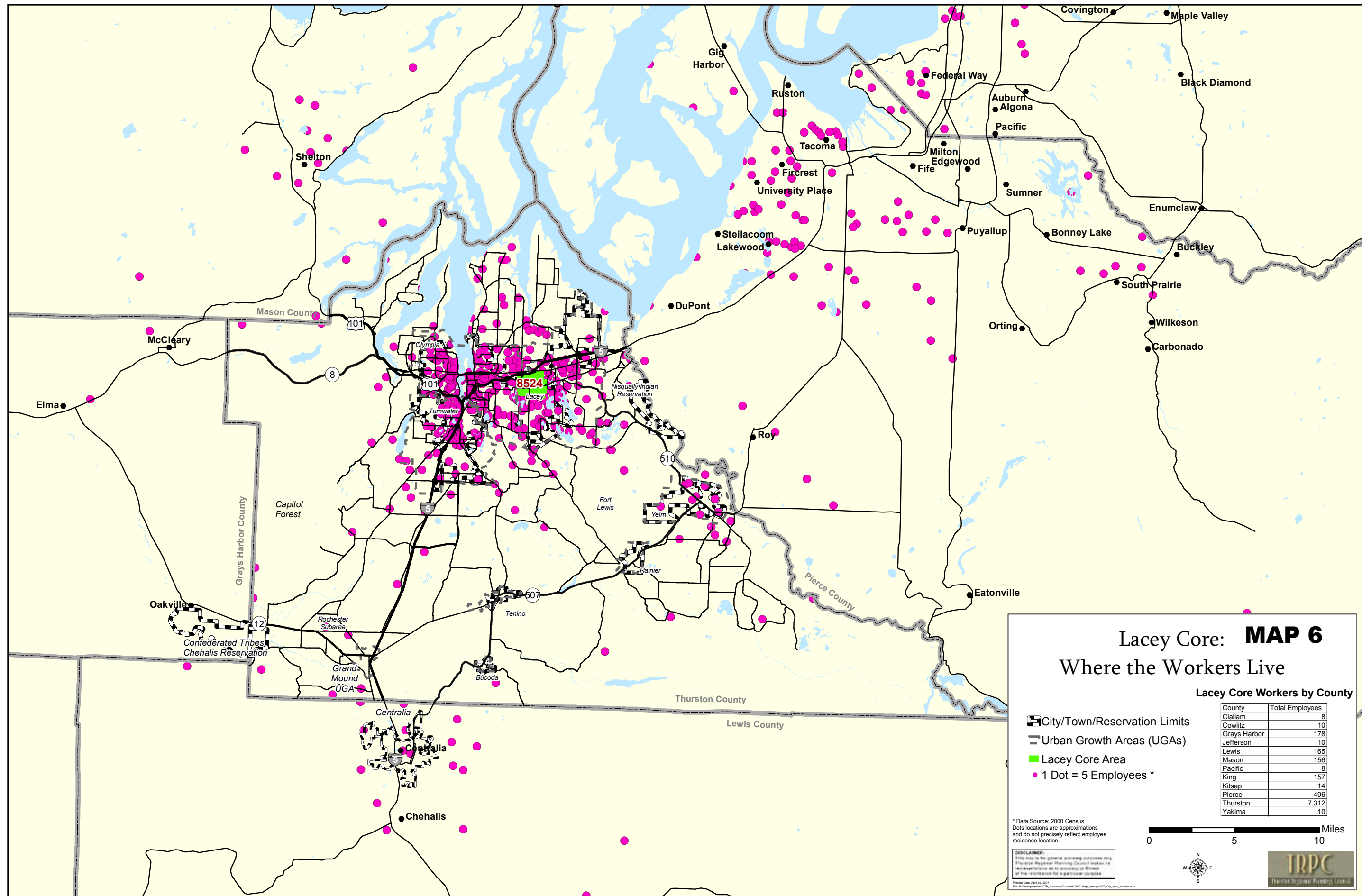
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Map 4: Thurston Region Strategy Corridors







Lacey Core: **MAP 6** Where the Workers Live

Lacey Core Workers by County

County	Total Employees
Clallam	8
Cowlitz	10
Grays Harbor	178
Jefferson	10
Lewis	165
Mason	156
Pacific	8
King	157
Kitsap	14
Pierce	496
Thurston	7,312
Yakima	10

- City/Town/Reservation Limits
- Urban Growth Areas (UGAs)
- Lacey Core Area
- 1 Dot = 5 Employees *

* Data Source: 2000 Census
Dots locations are approximations
and do not precisely reflect employee
residence location.

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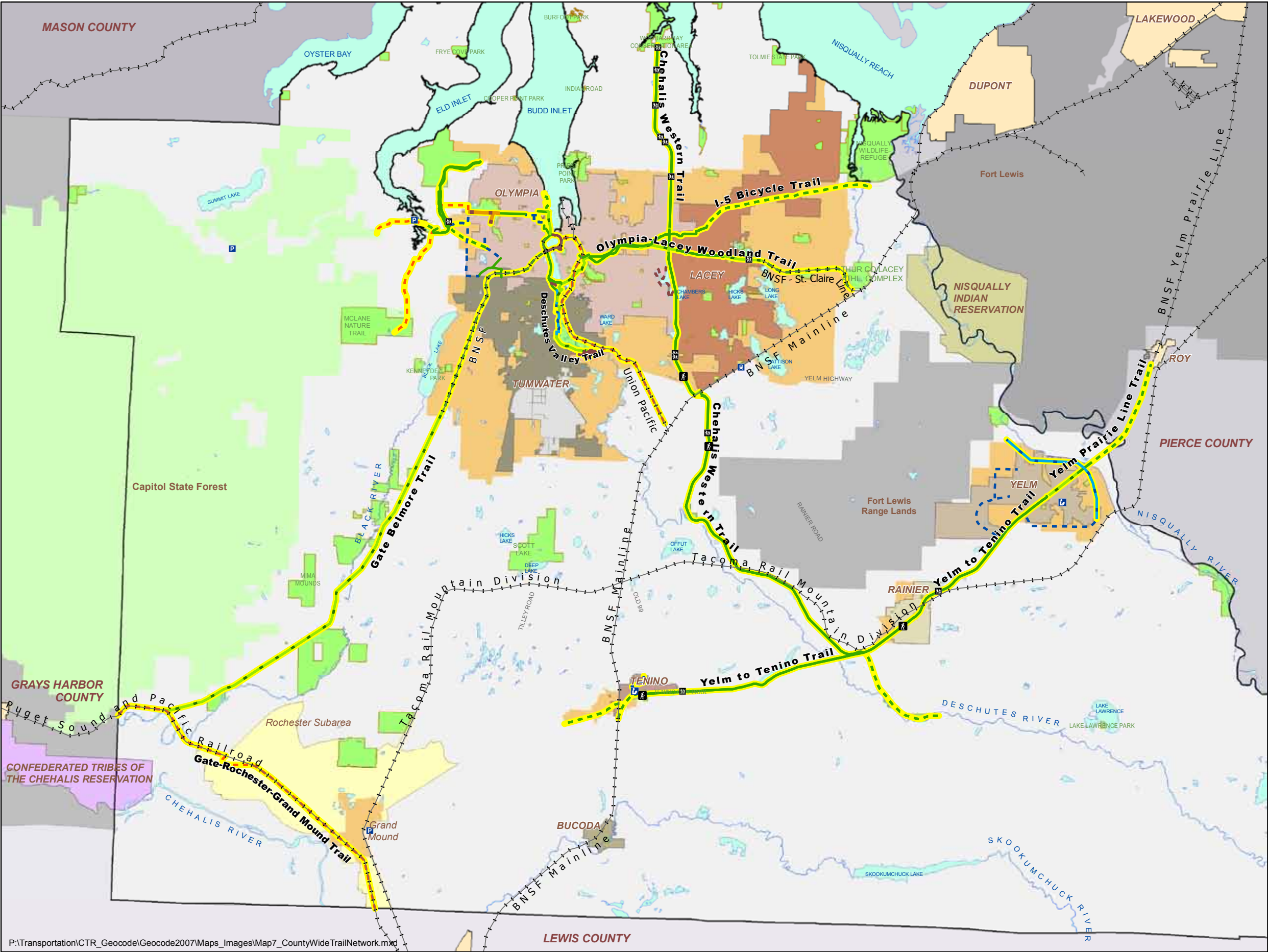
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MAP 7

DRAFT
Thurston Region
Trail Network



- Trail, Shared Use, Existing
- Trail, Shared Use, Planned
- Trail, Shared Use, Proposed
- Trail/Path Potential
- Planned, On Street
- Proposed, On Street
- Trail, Recreational, Existing
- Trail, Recreational, Planned
- Trail, Recreational, Proposed
- Proposed Regional Trail Network
- Active Railroad
- Bus Transit Centers
- Hospitals
- Libraries
- Olympia Regional Airport
- Park & Ride Lots
- Trail Access Points
- Trail Heads
- Train Station
- Parks, Preserves, and Open Space
- Urban Growth Areas
- Rochester Subarea
- Port of Olympia
- DNR Managed Lands
- Unincorporated Thurston County

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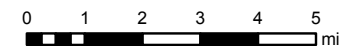
THURSTON COUNTY

POPULATION DENSITY, APRIL 2005 Population per Acre

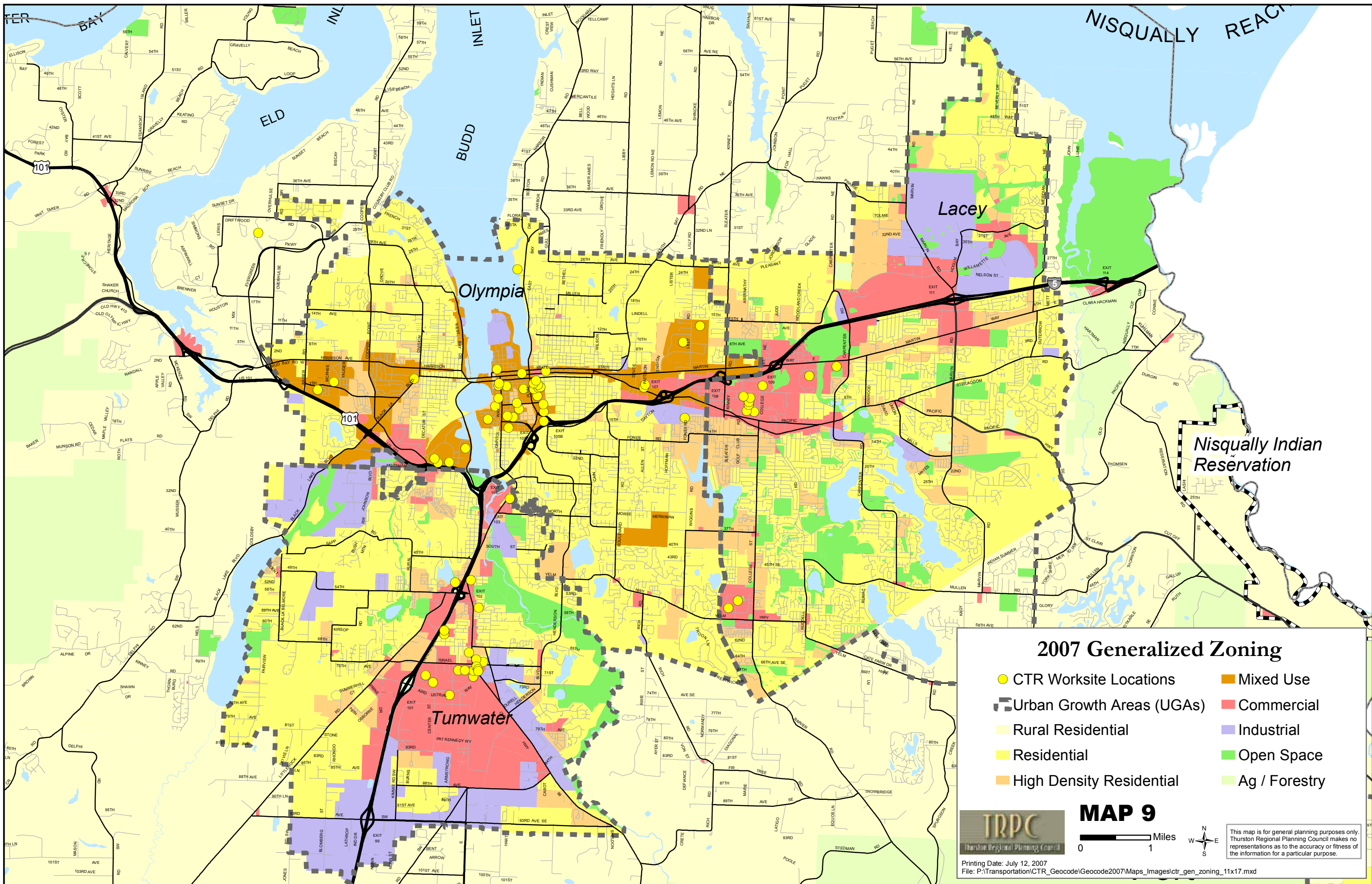
MAP 8

- <1 person per 10 acres
- 1 person per 10 acres to 1 person per 2 acres
- 1 person per 2 acres to 1 person per acre
- 1-2 people per acre
- 2-10 people per acre
- 10+ people per acre

- City/Town Limits
- Urban Growth Areas
- Rochester Subarea Boundary
- Indian Reservations



Map Produced by Thurston Regional Planning Council



2007 Generalized Zoning

- | | |
|-----------------------------|-----------------|
| ● CTR Worksite Locations | ■ Mixed Use |
| ▬ Urban Growth Areas (UGAs) | ■ Commercial |
| ■ Rural Residential | ■ Industrial |
| ■ Residential | ■ Open Space |
| ■ High Density Residential | ■ Ag / Forestry |

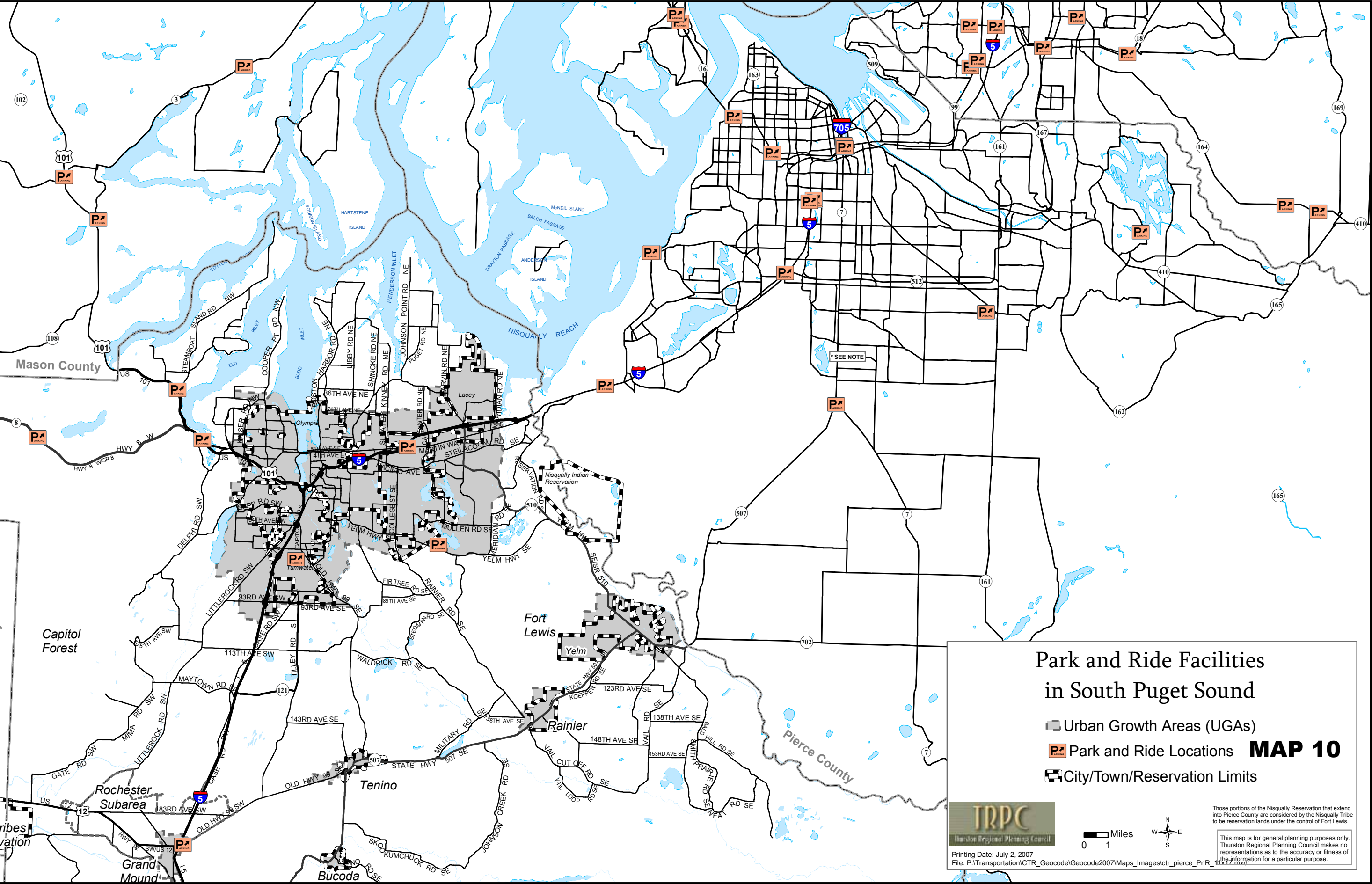


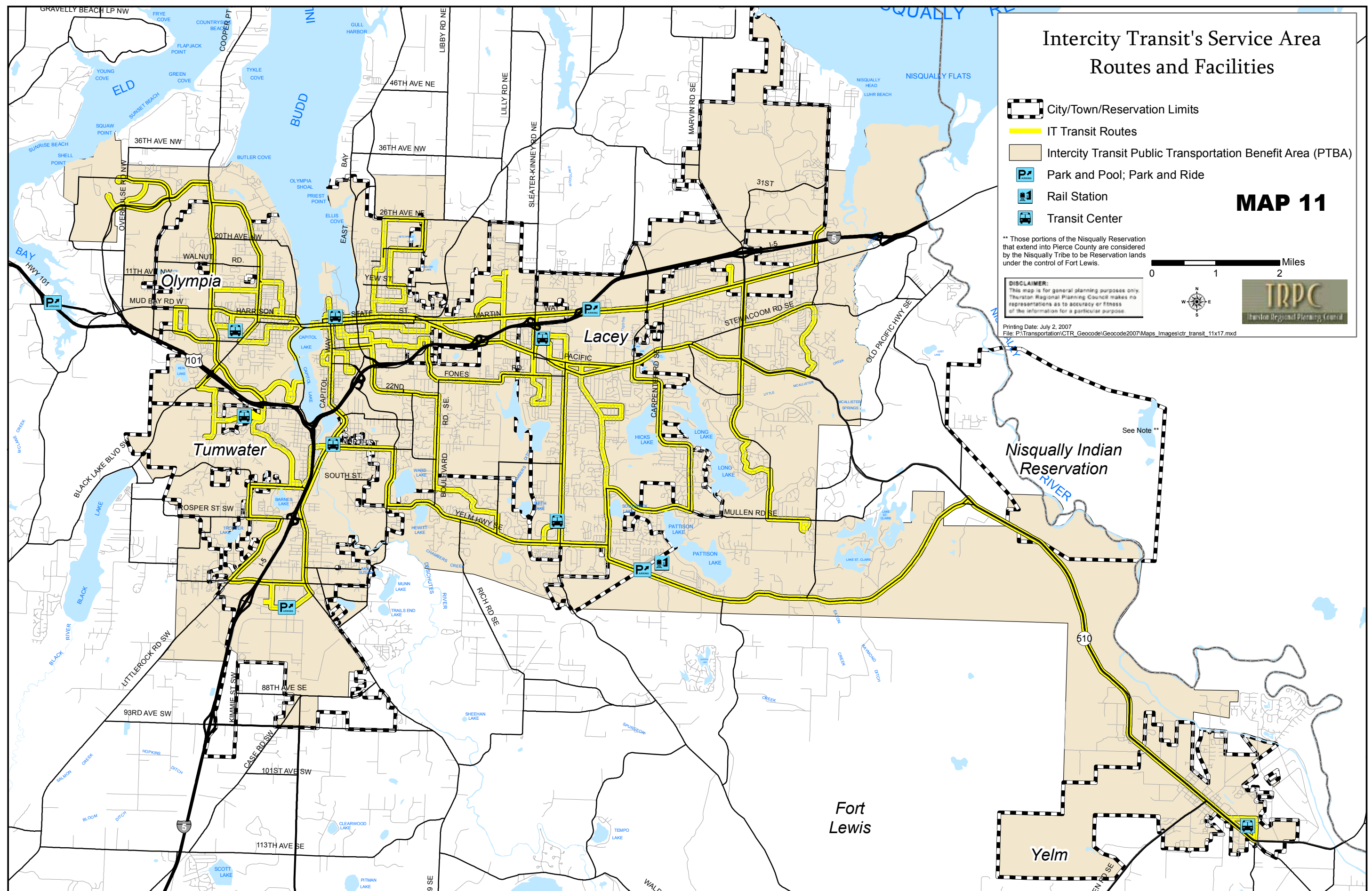
MAP 9



This map is for general planning purposes only. Thurston Regional Planning Council makes no representations as to the accuracy or fitness of the information for a particular purpose.

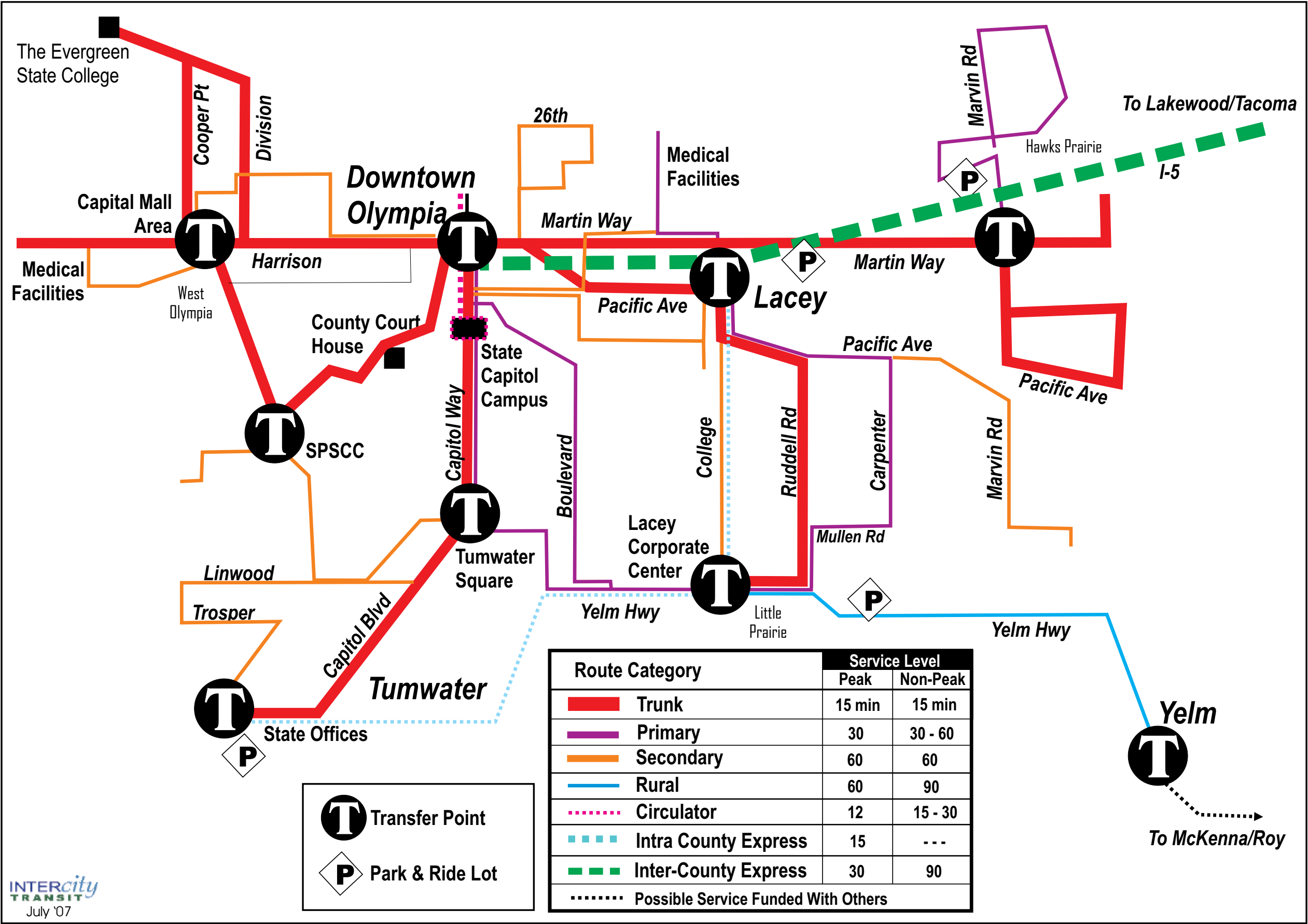
Printing Date: July 12, 2007
File: P:\Transportation\CTR_Geocode\Geocode2007\Maps_Images\ctr_gen_zoning_11x17.mxd

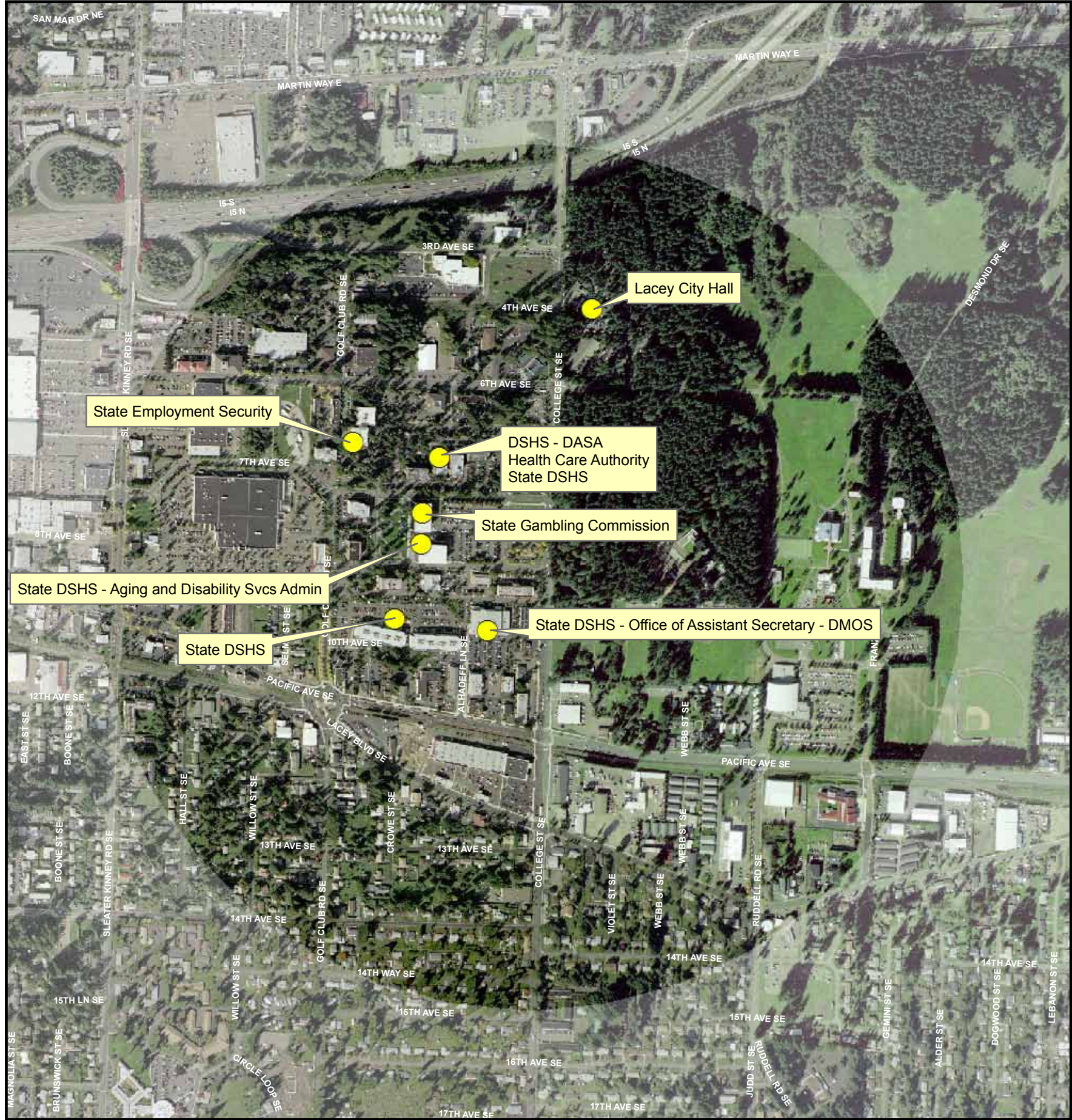




Intercity Transit Projected Service Levels by 2012

Source: Intercity Transit Short Range Service Plan, 2006 -2011 (Perteet, 2005)





Commute Trip Reduction Site Map

Lacey City Hall and Vicinity

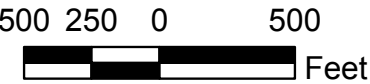
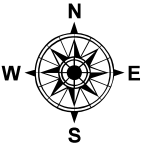
MAP 13

General Description: Government Office Cluster	
● CTR Sites: Woodland Square and City of Lacey CTR sites	
Existing and Planned Land Use Conditions	
For CTR Work Sites (2005 Survey)	For the General Area (half mile from center of cluster)
# of CTR Work Sites: 8	Total Dwellings: 602
# of CTR Sites Reporting Employees: 8	Dwellings per acre: 1.2
# of Affected Employees: 1,436	Total Employees in Cluster: 6,639
Total Employees at CTR Sites: 1,711	Employees per acre: 13.3
Sidewalks and Bike Lanes at CTR Sites	
Sidewalks onsite: yes	Bike Lanes onsite: no
Within three blocks: yes	Within three blocks: yes
Existing and Planned Transit Services and Facilities at CTR Sites	
Bus Stop onsite: some	Within three blocks: yes
Drive Alone Rate at CTR Sites: 76.3%	
Existing Parking Conditions at CTR Sites	
# Employees per Parking Stall: 1.05	Carpool 9.0%
Average Monthly Charge: \$4.17	Bus 3.4%
On-street parking in vicinity: yes	Vanpool 2.8%
Top Three Modes of Travel of Employees at CTR Sites (other than drive alone)	
Top Three Things that Survey Results show will encourage CTR in Worksites in this Cluster	
Top Three Commute Alternatives Surveyed Employees are Likely to Use	
Opportunity to work from home	Compressed Work Week
Financial incentives	Telecommute
Guaranteed ride home	Carpool

Worksite Locations as of Spring 2007
Survey Data Gathered in 2005
Aerial Photos Flown September, 2004



Printing Date: June 5, 2007
File: P:\Transportation\CTR_Geocode\Geocode2007\Maps_Images\ctrcluster_laceycityhall.mxd



DISCLAIMER:
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Commute Trip Reduction Site Map

Lacey Corporate Center
and Vicinity

MAP 14

General Description: Offices and Private Businesses

● CTR Sites: Two private businesses

Existing and Planned Land Use Conditions

For CTR Work Sites

of CTR Work Sites: 2

of CTR Sites Reporting Employees: 2

of Affected Employees: 304

Total Employees at CTR Sites: 490

For the General Area
(half mile from center of cluster)

Total Dwellings: 1,351

Dwellings per acre: 2.7

Total Employees in Cluster: 1,211

Employees per acre: 2.4

Sidewalks and Bike Lanes at CTR Sites

Sidewalks onsite: yes

Within three blocks: yes

Bike Lanes onsite: some

Within three blocks: yes

Existing and Planned Transit Services and Facilities at CTR Sites

Bus Stop onsite: some

Within three blocks: yes

Existing Parking Conditions at CTR Sites

Employees per Parking Stall: 1.14

Average Monthly Charge: \$0.00

On-street parking in vicinity: no

Top Three Modes of Travel of Employees at CTR Sites (other than drive alone)

Carpool 5.0%

Telework 0.6%

Bicycle 0.3%

Top Three Things that Survey Results show will encourage CTR in Worksites in this Cluster

Opportunity to work from home

Financial incentives

Guaranteed ride home

Top Three Commute Alternatives Surveyed Employees are Likely to Use

Telecommute

Compressed Work Week

Carpool

Worksite Locations as of Spring 2007
Survey Data Gathered in 2005
Aerial Photos Flown September, 2004

Printing Date: June 4, 2007
File: P:\Transportation\CTR_Geocode\Geocode2007\Maps_Images\ctrcluster_tumretail.mxd

DISCLAIMER:
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Place of Work / Worksite Location (# responses)						
Where do you work?	Lacey	Olympia	Tumwater	Rural Thurston	Blank	Total
Where do you work?	16	213	64	8	26	327
Where do you live	Lacey	Olympia	Tumwater	Rural Thurston	Blank	Total
Lacey	3	31	6			40
Olympia	7	90	13		1	111
Rural Thurston County	2	32	13	8	2	57
Tumwater	2	20	11			33
Other	3	31	23	0	21	78
1. What do you think are the most important community issues that local jurisdictions should consider in developing their commute trip reduction programs? (choose up to 3)	Lacey	Olympia	Tumwater	Rural Thurston	Blank	Total
Employment/Economic development	2	61	22	3	7	95
Traffic congestion	8	102	43	5	14	172
Transportation safety	7	86	28	1	6	128
Travel options besides cars	5	103	31	4	10	153
Climate change	6	73	22	4	13	118
Equity (Ensuring all members of our community have adequate, safe access to commute options)	9	112	24	3	15	163
Other (please specify)		16	6		2	24
2. What activities or investments do you think local jurisdictions should focus on through their commute trip reduction programs to help our community work on these issues? (choose up to 3)	Lacey	Olympia	Tumwater	Rural Thurston	Blank	Total
Run programs or provide incentives to reduce car trips	6	66	23	1	9	105
Increase housing density and/or build more housing close to job locations	3	60	11	2	6	82
Build more safe infrastructure for walking and biking	8	112	33	4	13	170
Expand our local transit system to more areas and increase frequency	7	121	35	5	13	181
Incorporate elements into local planning to bring more people and jobs to our region	3	11	3	2	1	20
Support telework and hybrid work options	12	146	46	7	20	231
Review and update parking strategies and programs	1	41	15	1	5	63
Increase rideshare options		26	12		4	42
Other (please specify)	0	15	2	1	0	18
5. How do you currently get to and from work?	Lacey	Olympia	Tumwater	Rural Thurston	Blank	Total
Work from Home	11	118	36	8	21	194
Bus	2	10	3		1	16
Train / Light Rail / Streetcar		2			1	3
Ferry	0	0	0	0		0
Carpool (2 or more people aged 16+)		13	4		2	19
Vanpool		1				1
Walk		12			1	13
Bike	1	12			1	14
Scooter		1				1
Lyft / Uber / Taxi	0	0	0	0		0
Employee Shuttle	0	0	0	0		0
Motorcycle			1		2	3
Drive Alone	10	146	47	1	11	215
Other	0	34	8	3	5	50
7. What is your gender?	Lacey	Olympia	Tumwater	Rural Thurston	Blank	Total
Female	12	147	42	6	16	223
Male	1	42	15	1	7	66
Non-Binary	2	9	2		1	14
Prefer not to answer / Did not respond	1	15	5	1	2	24
8. What is your age range?	Lacey	Olympia	Tumwater	Rural Thurston	Blank	Total
15-24		6	1			7
25-39	4	61	15	2	7	89
40-54	9	82	21	2	7	121
55-69	2	45	21	3	7	78
70-84		2			3	5
Prefer not to answer / Did not respond	1	17	6	1	2	27
9. What is your race/ethnicity (check as many as apply)?	Lacey	Olympia	Tumwater	Rural Thurston	Blank	Total
American Indian & Alaska Native		8	2		1	11
Asian	1	11	1			13
Black / African American		6	1			7
Hispanic or Latino		16	5		3	24
Native Hawaiian & Pacific Islander		5	1			6
White	11	158	48	7	20	244
Other Race		4			1	5
Prefer not to answer	4	27	10	1	3	45
10. What is your household's annual income (before taxes)?	Lacey	Olympia	Tumwater	Rural Thurston	Blank	Total
\$14,999 or less		1				1
\$25,000-\$34,999		1			1	2
\$35,000-\$49,999		10	2			12
\$50,000 - \$74,999	2	28	5		5	40
\$75,000 - \$99,999	4	29	11	1	7	52
\$100,000 or more	4	113	28	6	8	159
I don't know		3				3
Prefer not to answer / Did not respond	6	28	18	1	5	58

Place of Work / Worksite Location (% responses)						
Lacey	Olympia	Tumwater	Rural Thurston	Blank	Total	
100%	100%	100%	100%	100%	100%	100%
Lacey	Olympia	Tumwater	Rural Thurston	Blank	Total	
19%	15%	9%	0%	0%	12%	
44%	42%	20%	0%	4%	34%	
13%	15%	20%	100%	8%	17%	
13%	9%	17%	0%	0%	10%	
19%	15%	36%	0%	81%	24%	
Lacey	Olympia	Tumwater	Rural Thurston	Blank	Total	
13%	29%	34%	38%	27%	29%	
50%	48%	67%	63%	54%	53%	
44%	40%	44%	13%	23%	39%	
31%	48%	48%	50%	38%	47%	
38%	34%	34%	50%	50%	36%	
56%	53%	38%	38%	58%	50%	
0%	8%	9%	0%	8%	7%	
Lacey	Olympia	Tumwater	Rural Thurston	Blank	Total	
38%	31%	36%	13%	35%	32%	
19%	28%	17%	25%	23%	25%	
50%	53%	52%	50%	50%	52%	
44%	57%	55%	63%	50%	55%	
19%	5%	5%	25%	4%	6%	
75%	69%	72%	88%	77%	71%	
6%	19%	23%	13%	19%	19%	
0%	12%	19%	0%	15%	13%	
0%	7%	3%	13%	0%	6%	
Lacey	Olympia	Tumwater	Rural Thurston	Blank	Total	
69%	55%	56%	100%	81%	59%	
13%	5%	5%	0%	4%	5%	
0%	1%	0%	0%	4%	1%	
0%	0%	0%	0%	0%	0%	
0%	6%	6%	0%	8%	6%	
0%	0%	0%	0%	0%	0%	
0%	6%	0%	0%	4%	4%	
6%	6%	0%	0%	4%	4%	
0%	0%	0%	0%	0%	0%	
0%	0%	0%	0%	0%	0%	
0%	0%	2%	0%	8%	1%	
63%	69%	73%	13%	42%	66%	
0%	16%	13%	38%	19%	15%	
Lacey	Olympia	Tumwater	Rural Thurston	Blank	Total	
75%	69%	66%	75%	62%	68%	
6%	20%	23%	13%	27%	20%	
13%	4%	3%	0%	4%	4%	
6%	7%	8%	13%	8%	7%	
Lacey	Olympia	Tumwater	Rural Thurston	Blank	Total	
0%	3%	2%	0%	0%	2%	
25%	29%	23%	25%	27%	27%	
56%	38%	33%	25%	27%	37%	
13%	21%	33%	38%	27%	24%	
0%	1%	0%	0%	12%	2%	
6%	8%	9%	13%	8%	8%	
Lacey	Olympia	Tumwater	Rural Thurston	Blank	Total	
0%	4%	3%	0%	4%	3%	
6%	5%	2%	0%	0%	4%	
0%	3%	2%	0%	0%	2%	
0%	8%	8%	0%	12%	7%	
0%	2%	2%	0%	0%	2%	
69%	74%	75%	88%	77%	75%	
0%	2%	0%	0%	4%	2%	
25%	13%	16%	13%	12%	14%	
Lacey	Olympia	Tumwater	Rural Thurston	Blank	Total	
0%	0%	0%	0%	0%	0%	
0%	0%	0%	0%	4%	1%	
0%	5%	3%	0%	0%	4%	
13%	13%	8%	0%	19%	12%	
25%	14%	17%	13%	27%	16%	
25%	53%	44%	75%	31%	49%	
0%	1%	0%	0%	0%	1%	
38%	13%	28%	13%	19%	18%	

Survey vs. Census (numbers)

	Total Survey	2020 Census
Lacey	40	53,526
Olympia	111	55,605
Tumwater	33	25,350
Not LOT	57	160,312
Thurston County	241	294,793
Blank	86	

8. What is your age range?	Total Survey	2020 Census
15-24	7	35,101
25-39	66	61,672
40-54	92	53,952
55-69	52	55,631
70-84	3	30,444
Total	220	236,800
Prefer not to answer	20	
(blank)	1	

9. What is your race/ethnicity (check as many as apply)?	Total Survey	2020 Census
American Indian & Alaska Native	8	13,635
Asian	11	26,333
Black / African American	4	16,254
Hispanic or Latino	16	29,024
Native Hawaiian & Pacific Islander	6	6,078
White	177	247,550
Other Race	4	22,743
Total who responded	204	294,793
Prefer not to answer	35	
Did not respond	2	

10. What is your household's annual income (before taxes)?	Total Survey	2018-2022 ACS
\$14,999 or less	1	13,490
\$25,000-\$34,999	1	6,032
\$35,000-\$49,999	10	10,352
\$50,000 - \$74,999	29	18,933
\$75,000 - \$99,999	35	16,587
\$100,000 or more	119	50,301
Total	195	115,695
I don't know	3	
Prefer not to answer	42	

Survey vs. Census (percents)

Where do you live?	Survey	2020 Census	Difference
Lacey	16.6%	18.2%	-1.6%
Olympia	46.1%	18.9%	27.2%
Tumwater	13.7%	8.6%	5.1%
Rural Thurston	23.7%	54.4%	-30.7%
Total	100.0%	100.0%	0.0%

8. What is your age range?	Survey	2020 Census	Difference
15-24	3.2%	14.8%	-11.6%
25-39	30.0%	26.0%	4.0%
40-54	41.8%	22.8%	19.0%
55-69	23.6%	23.5%	0.1%
70-84	1.4%	12.9%	-11.5%
Total	100.0%	100.0%	0.0%

9. What is your race/ethnicity (check as many as apply)?	Survey	2020 Census	Difference
American Indian & Alaska Native	3.9%	4.6%	-0.7%
Asian	5.4%	8.9%	-3.5%
Black / African American	2.0%	5.5%	-3.6%
Hispanic or Latino	7.8%	9.8%	-2.0%
Native Hawaiian & Pacific Islander	2.9%	2.1%	0.9%
White	86.8%	84.0%	2.8%
Other Race	2.0%	7.7%	-5.8%
Total who responded	100.0%	100.0%	0.0%

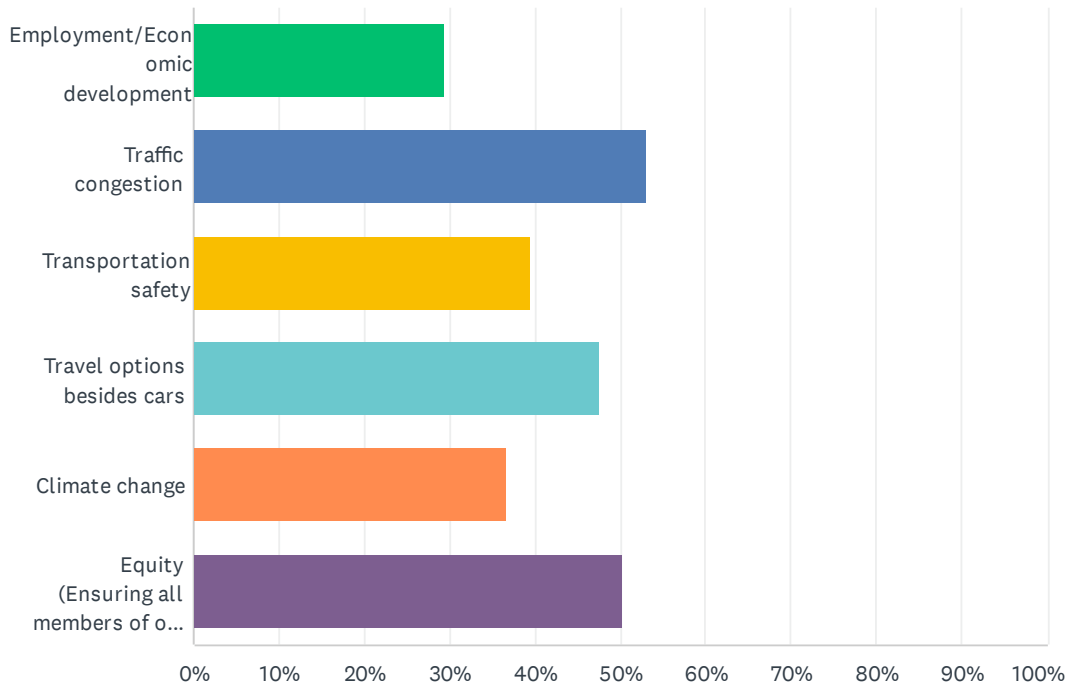
10. What is your household's annual income (before taxes)?	Survey	2018-2022 ACS	Difference
\$14,999 or less	0.5%	11.7%	-11.1%
\$25,000-\$34,999	0.5%	5.2%	-4.7%
\$35,000-\$49,999	5.1%	8.9%	-3.8%
\$50,000 - \$74,999	14.9%	16.4%	-1.5%
\$75,000 - \$99,999	17.9%	14.3%	3.6%
\$100,000 or more	61.0%	43.5%	17.5%
Total	100.0%	100.0%	0.0%

Census Sources	
P5	HISPANIC OR LATINO ORIGIN BY RACE
P6	RACE (TOTAL RACES TALLIED)
P12	SEX BY AGE FOR SELECTED AGE CATEGORIES
B19001	Household Income in the Past 12 Months (in 2022 Inflation-Adjusted Dollars)

https://data.census.gov/table/DECENNIALDHC2020.P5?q=050XX00US53067_160XX00US5336745,5351300,5372905
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https://data.census.gov/table/DECENNIALDHC2020.P12?q=050XX00US53067_160XX00US5336745,5351300,5372905
https://data.census.gov/table/ACSDT5Y2022.B19001?q=050XX00US53067_160XX00US5336745,5351300,5372905

Q1 1. What do you think are the most important community issues that local jurisdictions should consider in developing their commute trip reduction programs? (choose up to 3)

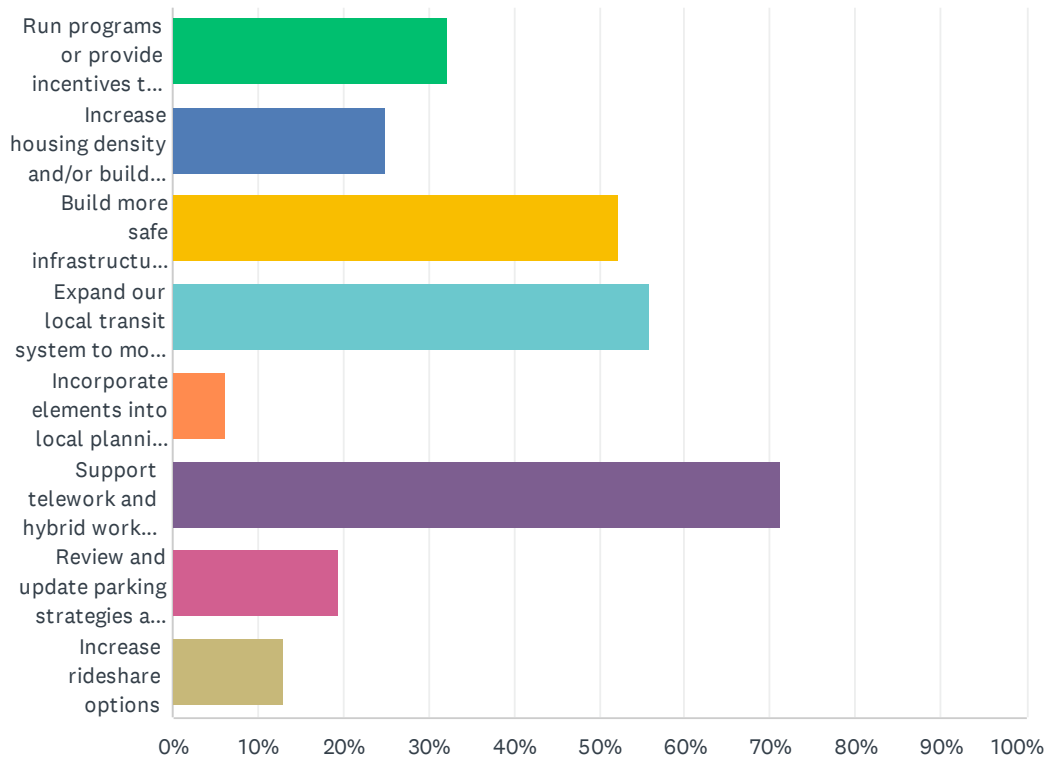
Answered: 322 Skipped: 4



ANSWER CHOICES	RESPONSES	
Employment/Economic development	29.50%	95
Traffic congestion	53.11%	171
Transportation safety	39.44%	127
Travel options besides cars	47.52%	153
Climate change	36.65%	118
Equity (Ensuring all members of our community have adequate, safe access to commute options)	50.31%	162
Total Respondents: 322		

Q2 2. What activities or investments do you think local jurisdictions should focus on through their commute trip reduction programs to help our community work on these issues? (choose up to 3)

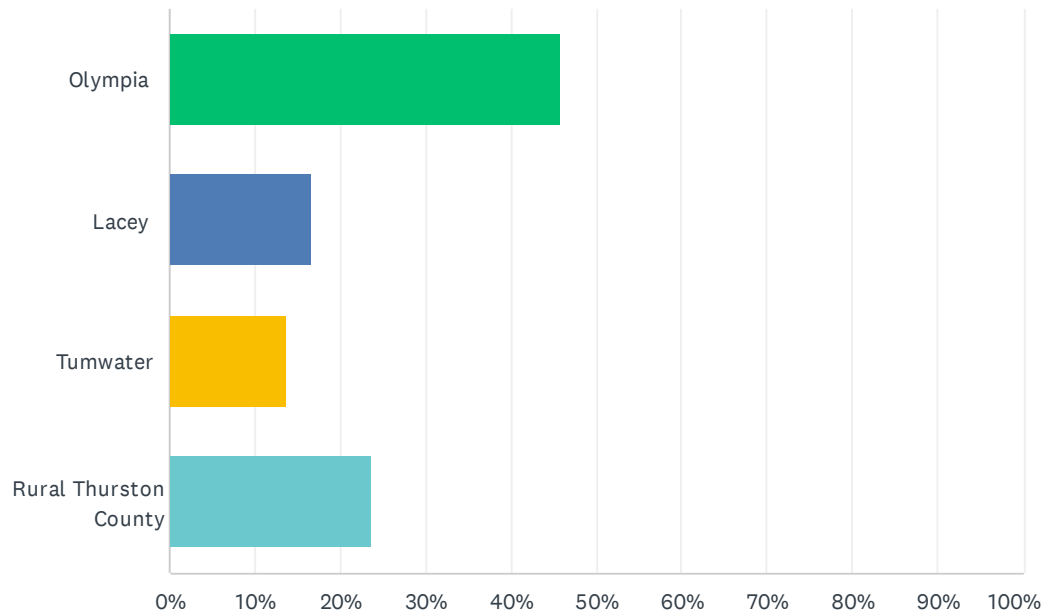
Answered: 324 Skipped: 2



ANSWER CHOICES	RESPONSES	
Run programs or provide incentives to reduce car trips	32.10%	104
Increase housing density and/or build more housing close to job locations	25.00%	81
Build more safe infrastructure for walking and biking	52.16%	169
Expand our local transit system to more areas and increase frequency	55.86%	181
Incorporate elements into local planning to bring more people and jobs to our region	6.17%	20
Support telework and hybrid work options	71.30%	231
Review and update parking strategies and programs	19.44%	63
Increase rideshare options	12.96%	42
Total Respondents: 324		

Q3 3. Where do you live?

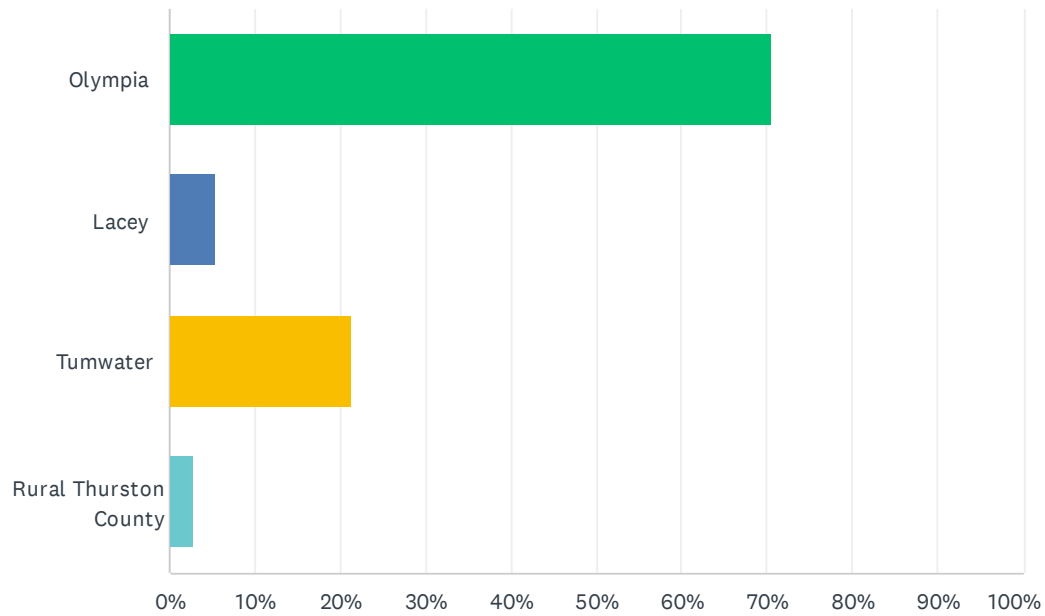
Answered: 240 Skipped: 86



ANSWER CHOICES	RESPONSES	
Olympia	45.83%	110
Lacey	16.67%	40
Tumwater	13.75%	33
Rural Thurston County	23.75%	57
TOTAL		240

Q4 4. Where do you work?

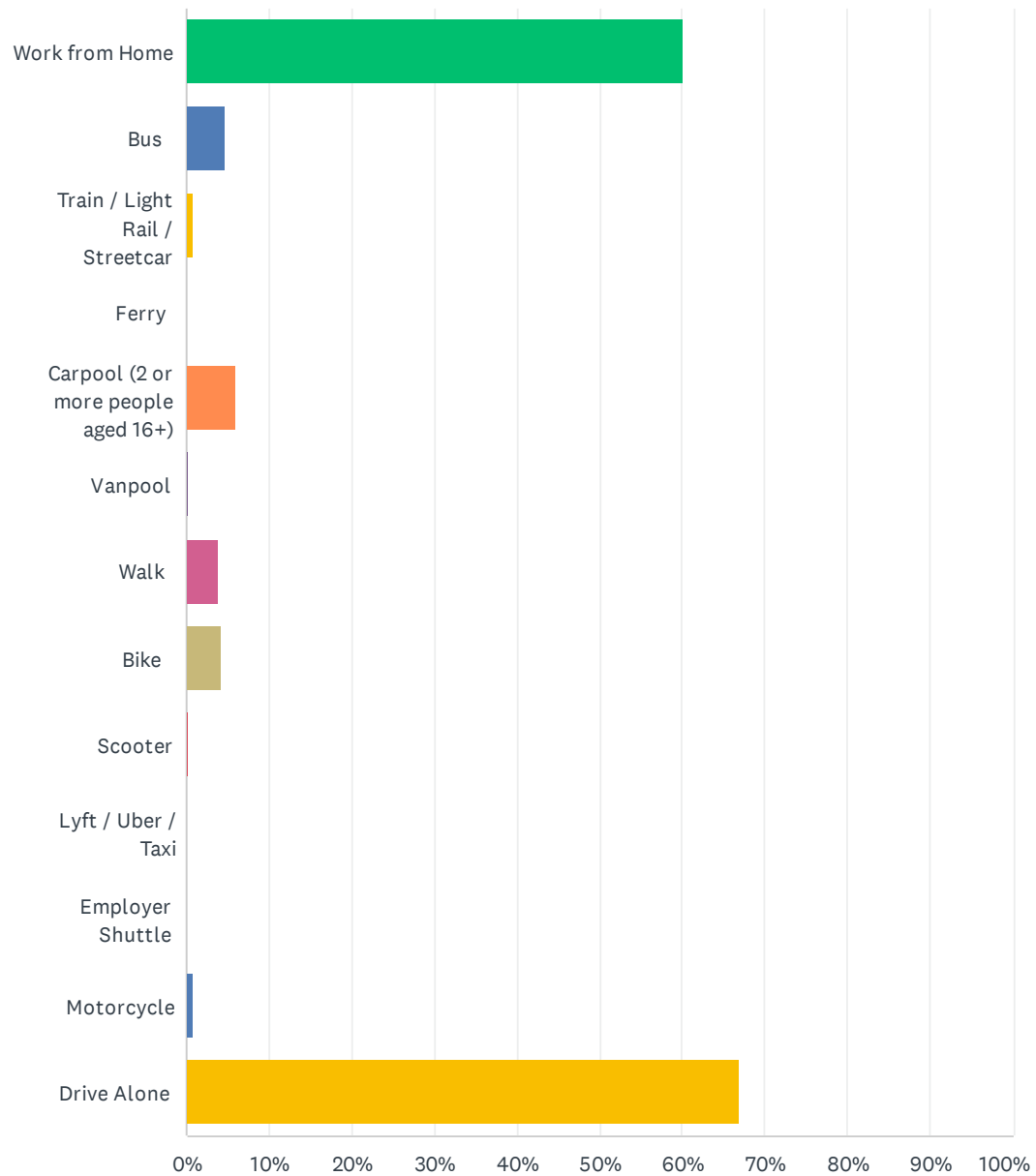
Answered: 300 Skipped: 26



ANSWER CHOICES	RESPONSES	
Olympia	70.67%	212
Lacey	5.33%	16
Tumwater	21.33%	64
Rural Thurston County	2.67%	8
TOTAL		300

Q5 5. How do you currently get to and from work?

Answered: 321 Skipped: 5



Thurston Region Transportation Options

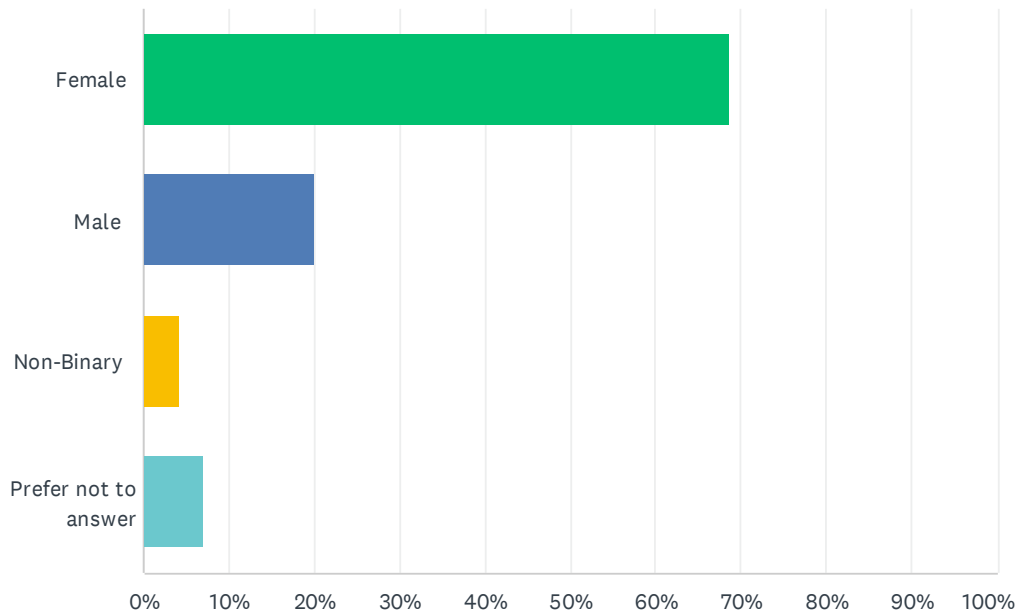
ANSWER CHOICES	RESPONSES	
Work from Home	60.12%	193
Bus	4.67%	15
Train / Light Rail / Streetcar	0.93%	3
Ferry	0.00%	0
Carpool (2 or more people aged 16+)	5.92%	19
Vanpool	0.31%	1
Walk	3.74%	12
Bike	4.36%	14
Scooter	0.31%	1
Lyft / Uber / Taxi	0.00%	0
Employer Shuttle	0.00%	0
Motorcycle	0.93%	3
Drive Alone	66.98%	215
Total Respondents: 321		

Q6 6. Is there anything else you want us to know about how to improve commute options?

Answered: 87 Skipped: 239

Q7 7. What is your gender?

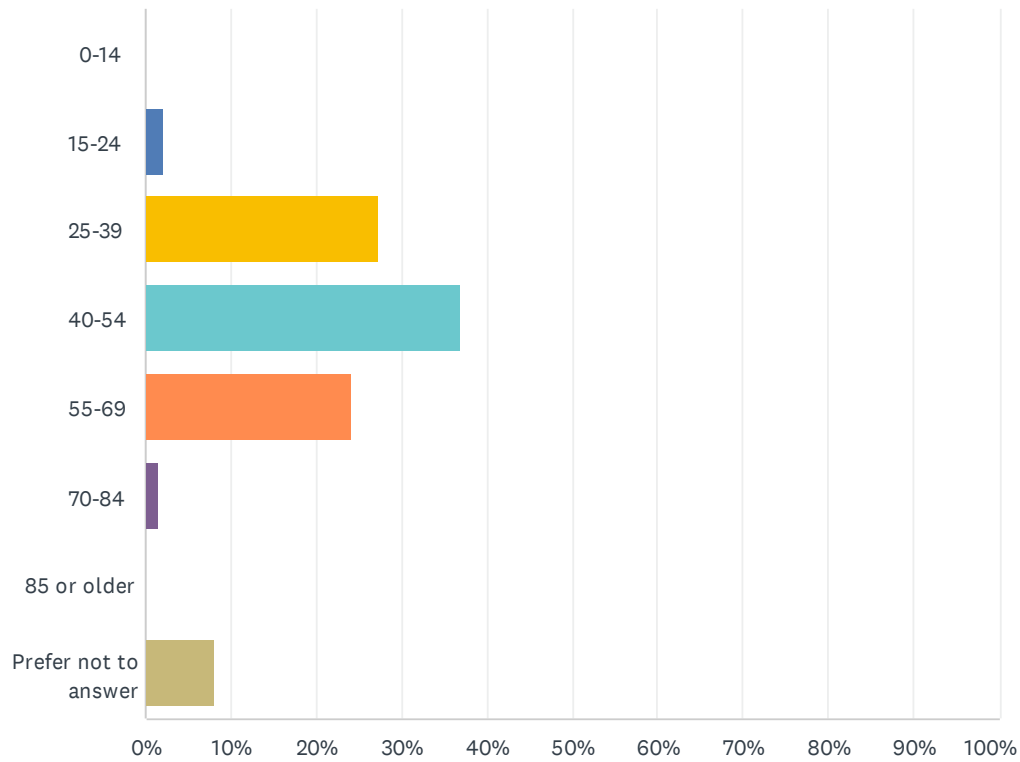
Answered: 325 Skipped: 1



ANSWER CHOICES	RESPONSES	
Female	68.62%	223
Male	20.00%	65
Non-Binary	4.31%	14
Prefer not to answer	7.08%	23
TOTAL		325

Q8 8. What is your age range?

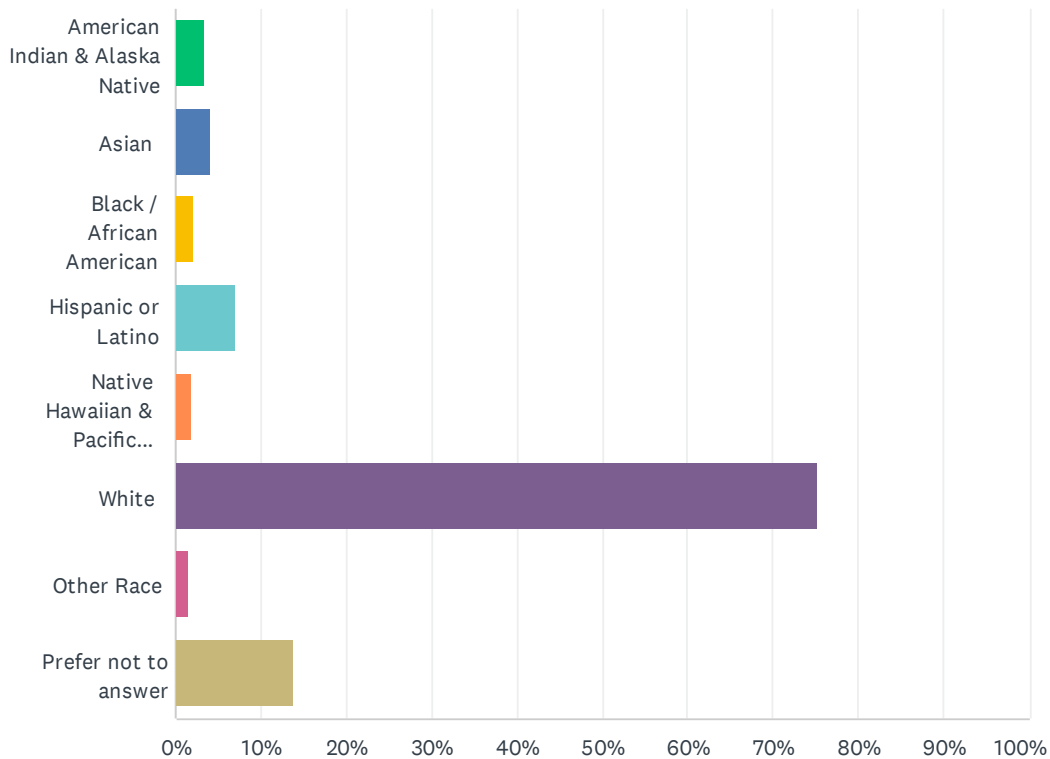
Answered: 325 Skipped: 1



ANSWER CHOICES	RESPONSES	
0-14	0.00%	0
15-24	2.15%	7
25-39	27.38%	89
40-54	36.92%	120
55-69	24.00%	78
70-84	1.54%	5
85 or older	0.00%	0
Prefer not to answer	8.00%	26
TOTAL		325

Q9 9. What is your race/ethnicity (check as many as apply)?

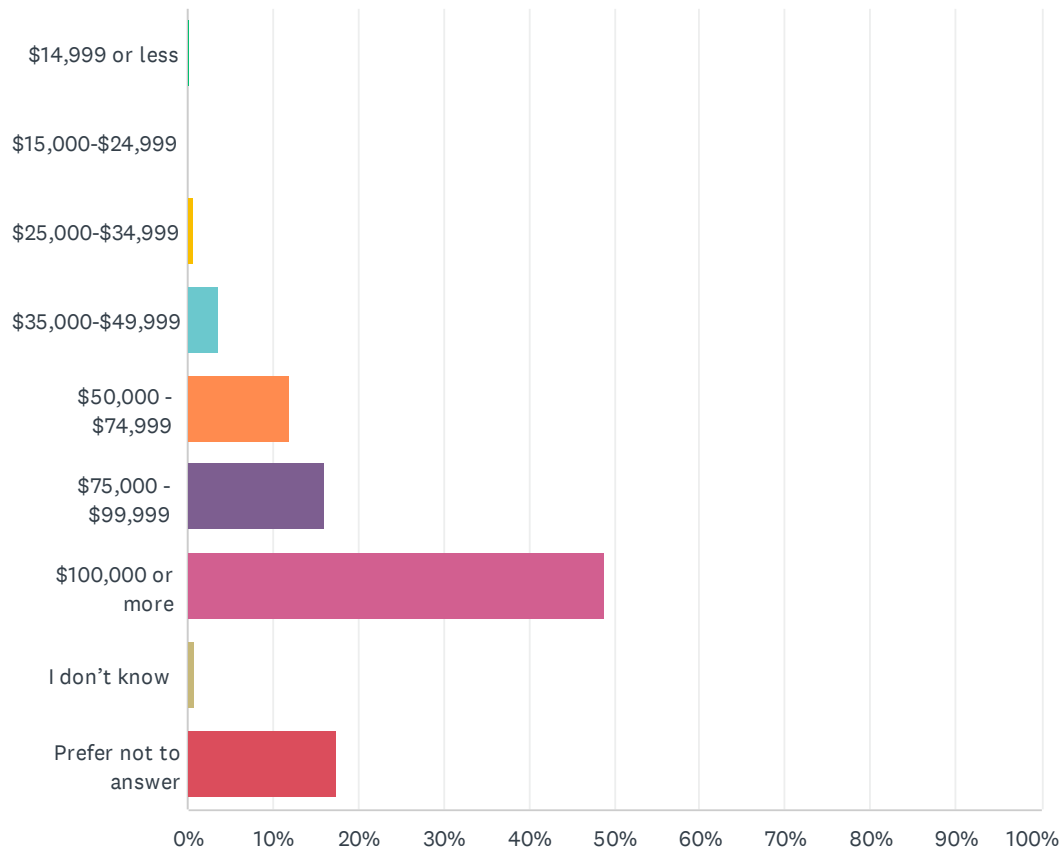
Answered: 324 Skipped: 2



ANSWER CHOICES	RESPONSES	
American Indian & Alaska Native	3.40%	11
Asian	4.01%	13
Black / African American	2.16%	7
Hispanic or Latino	7.10%	23
Native Hawaiian & Pacific Islander	1.85%	6
White	75.31%	244
Other Race	1.54%	5
Prefer not to answer	13.89%	45
Total Respondents: 324		

Q10 10. What is your household's annual income (before taxes)?

Answered: 325 Skipped: 1



ANSWER CHOICES	RESPONSES	
\$14,999 or less	0.31%	1
\$15,000-\$24,999	0.00%	0
\$25,000-\$34,999	0.62%	2
\$35,000-\$49,999	3.69%	12
\$50,000 - \$74,999	12.00%	39
\$75,000 - \$99,999	16.00%	52
\$100,000 or more	48.92%	159
I don't know	0.92%	3
Prefer not to answer	17.54%	57
TOTAL		325

1. What do you think are the most important community issues that local jurisdictions should consider in developing their commute trip reduction programs? (choose up to 3)

Lacey

- (No responses)

Olympia

- Employers should be encouraged to locate in areas that are well-served by frequent transit, rather than in suburban-style office parks surrounded by parking lots. Many other CTR activities are of little use if employees are being asked to choose between taking their personal car or an infrequent bus with a potential transfer.
- Equity is not just about adequate and safe access to commute options but also about available of commute options that meet the needs of the specific community or household - not all options available are equitable.
- I believe all are important and by lowering the carbon foot print we not only help the environment, and it helps working people to reduce traffic.
- Light rail connection S. Tumwater to Hawks Prairie
- Limit new construction (residential, commercial, and industrial) prior to construction of transportation infrastructure that can handle the additional traffic.
- Make safe spaces and routes for bikes!
- Making it safer for bicyclists to commute to work/home
- Most important issue is how to better support remote workers such that no other issues exist. Commuting is either a hassle, costly, bad for the environment, inefficient use of time, inconvenient, and/or otherwise frustrating. There is no reason we can't avoid all the negatives by continuing to support our remote workers, and finding better ways to help them.
- Parking
- Promote work from home.
- Safety is a huge barrier to using alternate forms of transportation.
- Safety on public transit, for public and drivers/employees of transit entity
- Safety: More fully separated bike lanes are needed throughout the county in order to make bicycling safe. County roads need to include a safe space for bicyclists to use them for transportation. Bicyclists need at least 3 feet of distance from vehicular traffic to be safe. Bike lanes must be clearly marked and contiguous. Seattle's system of having special bike street signs that point the way to various trails and destinations would be a good model to copy here. Compliance: each state agency over 100 employees should have a paid Employee Transportation Coordinator. This should be required by the Governor's Office. Left to their own devices, many state agencies have a poor track record of not prioritizing CTR and not including it in their budgets. Likewise, the CTR incentive should be a requirement for all state agencies regardless of size. Some do not offer it.
- Stop creating bike lanes. They're dangerous and largely benefit upper-class "cyclists." They do not benefit people from 60% or lower AMI households. Provide paved walking/biking paths off of roadways - see Sunriver, OR as an ideal example. Bike lanes on roadways feels too dangerous for my children and me to use, so we don't. Expand free bus offerings for kids so

they can be transported to after school recreational locations such as soccer fields, baseball fields, karate dojos etc. via public transit.

- Teaching people how to use roundabouts.
- Those with low incomes need access to public transportation at reduced or subsidized rates.

Rural Thurston County

- (No responses)

Tumwater

- Commuter convenience.
- I can't afford a house closer than 45 minutes from work.
- Make full telework positions for work that does not require an in office setting to be productive, to alleviate most options above.
- safer parking lots, the lay out for HQ parking lot is very limited on view when driving in. A person walking through the lot could be struck by a car due to various factors. even the walkway is obscured by bushes and trees.
- There are no other commute options where I live as the nisqually valley has no bus transportation and the nearest bus stop is over five miles away.
- Train options not carpool vanpool options which are too restricting.

Work Location Not Specified

- ability to have a backup options - For example, if you are riding in a vanpool or part of a carpool, a backup option would be free transit bus (like before covid-19) or the train.
- Ensure that everyone can access the transportation; free passes if one doesn't live in Olympia, based on economical factors.

2. What activities or investments do you think local jurisdictions should focus on through their commute trip reduction programs to help our community work on these issues? (choose up to 3)

Lacey

- (No responses)

Olympia

- Consider the principles of the '15 minute city'
- Convert downtown office buildings no longer in use into apartment buildings.
- Develop options to speed up transit commutes. Offer better police support for dealing with difficult transit passengers.
- It is completely unrealistic to build housing closer together or closer to jobs. I find it unreasonable to assume people can afford housing next to their job in a reliable way that impacts transportation. Especially with households supporting multiple working individuals who work in a variety of locations. Exploring parking options would be most helpful in tight urban, downtown areas where there is little parking resource and new businesses can build without providing adequate parking.
- It would be great if there were lanes that had physical barriers for bicyclists. Having physical barriers between cars who are in motion and people opening their cars would be especially great. Downtown Seattle has some, from what I recall. Giving bicyclists and buses a full lane reserved for them would also be neat. Perhaps even including a part about being aware of bicyclists on driving tests. There should be more bicycle racks or places to lock bicycles on in front of businesses, especially in Downtown Olympia. It would also be great if the buses could run later, so that folks catching a movie downtown or doing other activities can get home without needing to drive or take an Uber back.
- Limit new construction (residential, commercial, and industrial) prior to upgrading the transportation infrastructure. New apartment complexes, new subdivisions, and large warehouse facilities near Tumwater on the I-5 corridor has made traffic worse. Do NOT build more high-density housing. High density housing increases crime, and WA state absolutely fails at controlling crime and holding criminals accountable.
- Make mass transportation safer and more convenient.
- Mass transit -- bring Tacoma light rail (Angle Lake) line down to Olympia for easier access to metro areas (Tacoma & Seattle). PLEASE.
- more inter-county transit options
- New housing needs to be provided that matches the income of nearby jobs. Building lots of expensive housing near low paying jobs increases the need for everyone to drive. Specifically, downtown Olympia is building tons of expensive condos/apartments that most state workers cannot afford. Sidewalks need to be mandatory in areas where there is housing. Both sides of the street. Stoplights should be timed for the benefit of pedestrians, not always cars. I often have to wait through multiple signal rotations to cross diagonally across one street on my way to work. It is super frustrating and time consuming. Transportation planners should have to walk,

bike, and bus from their homes and other areas of their work areas to study what it is really like to try to use different transportation options.

- Please stop reducing parking. It causes parking overflow that floods our residential streets and makes them unsafe for children. Insufficient parking creates another barrier to encouraging children to recreate outside, such as bike riding/roller blading/scootering on the streets or chalk-drawing on the streets they live on.
- The top items on this list for me would be safe infrastructure for walking and biking, really sorely lacking currently, especially the farther you get from the center of towns. Tumwater is particularly abysmal in this regard.
- They should study what transportation options actually make economic and ecological sense in a given community. Having heavy, empty busses drive through communities all day cannot be economically or environmentally sound. If there are only few people who ever use a given bus line, that line should probably be replaced by other options. This would not deprive those individuals of alternative transportation to a privately owned vehicle.
- Transit buses should be smaller, electric or hydrogen and be more frequent.
- When expanding transit - incorporating electric and rail fleets will be important

Rural Thurston County

- Light Rail

Tumwater

- I live close enough to bike but it's too dangerous sharing the road with cars. Also public transit is tempting but would add an hour to my 8 mile commute
- Lower gasoline prices

5. How do you currently get to and from work?

Lacey

- Most days I work from home or out in the field. When I do come to the office, I drive alone.

Olympia

- 2 days a week I drive to the office (2 mile commute). 3 days a week I work from home.
- 3 days Telecommute and 2 days On-Site
- also work 1 day a week in Seattle, and take train there
- Bus only comes once an hour in my area and requires a 50 minute ride with transfers which takes 12 minutes by car.
- Daughter is dropped off at school on my way to work.
- Drive once a week.
- drive to office 1 day/week
- Driving to the office is extremely rare, but when I do, I do it in an electric vehicle
- Hybrid work schedule
- Hybrid, two days in the office & three days at home. Office days I drive to work. Often I make other stops to shop and due other errands on the way home. Rarely travel when working from home.
- I also work remotely, but when I do go in person, my time is tight and the flexibility to wait for public transportation is very limited. This would negatively impact my work day and meeting schedules
- I carpool with my partner most days of the week and drive alone once a week.
- I drive alone the majority of the time due to safety issues.
- I drive because I come from an alternate location, not my home. (Work in the afternoon only)
- I telework 2 days
- I work at home approx 50% of the time.
- I work from home but if I need to go into the office then I drive alone.
- I work from home Mondays and Fridays and drive to work in my personal car Tuesday, Wednesday, and Thursday.
- I work part-time from home and part-time in the office. When I come into the office, I drive alone.
- I would take train if a viable option was available.
- I would try to walk as often as I could, but I began to feel unsafe doing so. The street environment became less than ideal, and I was worried about my safety. After almost stepping on a needle and another time having a van follow me at one point, I stopped walking and began driving.
- If there were good public transportation I would never drive!
- I'm required to go into the office in Oly at least once per month.
- Mostly remote
- No commute. I telework
- Our office require us to be in-person three days per week. I would be more than willing to telework and reduce the pollution caused by my car, but that is not an option where I work.

- telework & office once per week.
- There is no bus route anywhere near my home.
- Two to three days a week working in the office.
- Typical weekly commute modes from most to least: telework, transit, walk, bike. I would bike more if I had an e-bike - those hills are brutal.
- Use a newer Hybrid vehicle and will be converting to electric in the next 5 years. I am near the I5 corridor - a light rail would be a great option but not currently available.
- when i go into the office I drive alone
- When I occasionally go into the office I carpool with my husband.
- When I used to go to the office I tried taking the bus but it took 1 hour 30 minutes. Then I tried carpooling but some of the people would come late therefore I was getting to work late. I also tried vanpool and that was more expensive than driving myself to work. ... We need more and better bus transportation.

Rural Thurston County

- Before teleworking, driving was my only option because IT did not have a route near me, GH transit's schedule was not compatible with my work schedule, and bicycling was not an option because of the lack of safe shoulder/bike lane on Mud Bay Road.
- I telework a majority of the time. However, one day a week I go to Tumwater to process mail. When I do that I drive my own vehicle, alone.
- Travel throughout Western Washington for work

Tumwater

- Fully Electric Vehicle
- Hybrid: In office 1-2 days a week, telework other days.
- I drive alone since I need to drop my kids off at school in Tumwater.
- If I have to report to the office for a meeting I drive alone.
- In office one day each week.
- Single car in multidriver family. We already essentially have to carpool.
- When i go to the office i drive. it is very infrequent.
- Work from home two days, drive along to office 3 days.

Work Location Not Specified

- I only go into the office about 1 day per month. I usually offer to drive a carpool but rarely are others going on the same day with the same schedule, so I usually drive myself.
- Look on the east side you need a car, we're so spread out. I like this survey it really only works for a west side employee....
- N/A
- when I have to go to the office I drive alone for over an hour
- Work from home and drive to Olympia HQ as needed.

6. Is there anything else you want us to know about how to improve commute options?

Lacey

- Me and members of my family would love to walk and bike places, but overall, Tumwater is not a walkable city. And in our area, most roads are unsafe to walk and bike on. There is no shoulder on either side of the roads within a 1/4 mile of our house (off of Sapp and Antsen Rd.). Rural Road, Sapp Road, Linwood Rd, etc. are all unsafe to walk/bike on. So, for our safety, we end up driving to friend's houses that are only a few blocks away. We wish we could go on family bike rides nearby without having to drive our bikes to an actual trail.
- Talk to the local business community to understand the needs and incorporating more of local area planning when expanding programs.
- Work from home is the best option if it's available! What better way to reduce commute time?

Olympia

- A commuter train would be great. Bus is not an option it takes twice as long to get here and it is not convenient
- Add more express lines from Lacey to West Olympia/Courthouse area that don't have a 15 minute layover at the transit center. I live in the Upper Eastside neighborhood and work by the Courthouse, and right now taking the bus adds 20 minutes to my commute. It is very inefficient, and is the #1 reason I end up driving to work.
- Ampliar el sistema de transporte público en esta region, junto con un tren rapido (tren bala) hasta el aeropuerto y/o Seattle. Gracias.
- As someone who lives in a neighboring county, I would like to see the counties continue to collaborate to accommodate folks who go between counties for work. Perhaps more public transportation options for commuting between counties and transportation systems.
- Better options to get to work instead of driving.
- Bring buses to Black lake!
- Build more trails and more connections. One that's really crying out to be done is a greenbelt and trail connecting South Bay Rd to Martin Way, this could cut out a huge amount of commute time from that area that doesn't connect up easily with the Chehalis-Western Trail. It would also be a huge asset to increase walking to preserve the Woodard Creek area. Major safe bike lanes / trails need to be created to make north-south and east-west travel safer for bicyclists. Probably about 20 years ago, the City of Olympia invited the public to comment on the future of Capitol Way. As I understand it, the majority of people commenting said that they'd like to see Capitol Lane between I-5 and 14th reduced to 2 lanes, with a two-way left-hand turn lane and two ample bike lanes. This vision was never enacted, and yet, not only would it vastly increase safety, but it would reduce the speed of traffic through this densely populated residential area with elementary school children crossing the street. It would also reduce noise and make the neighborhood more pleasant. The argument has been that bicyclists can just detour on less busy streets. I think this ignores the fact that bicyclists often would like to get where they're going as quickly and efficiently as possible. This privilege should not be accorded only to people in cars.
- Closer bus stops to work buildings would be ideal

- Continue to embrace/incentivize a culture remote work for the sake of environmental and family health
- Don't just make remote more possible for higher paying jobs. I am the lowest paid employee in my division who has to be in the office more days than anyone else and I also live the farthest away from the office.
- I believe that, depending on the type of staff and the percentage of the work that can be done remotely, most staff do not need to commute to the office. The best way to resolve commute-related issues is to simply eliminate the commute for the majority of staff who are not required to physically be in an office for whatever reason.
- For when I need to go into the office, parking is scarce (Capitol Hill) and the bus route I need to take only runs once an hour. I rather drive to work because even though it's a 20-minute bus ride, I have to catch the bus an hour earlier to make it to the office on time.
- Free busses in Olympia are critical - please keep that going.
- I am near the I5 corridor off of exit 88 - a light rail would be a great option but not currently available. Light rail could connect parts of Thurston and Lewis county that current transit does not service, connects with existing transit services, and meet environmental and climate change goals and commitments. Paying people incentives or charging for parking to reduce "alone driving" works to create two inequities in transportation and planning that have real economic impacts on households: 1. Economically reward those with the opportunity and privilege to ride share (those that can get benefits other are barred from accessing), and 2. Economically Punishing those where "alone driving" is the only viable option (those without the opportunity and privilege are taxed (paying for parking) just to go to work). I am available for any future discussion.
- I cannot think of anything else at the moment.
- I live barely outside the city limits of Olympia, the closest bus stop is nearly 1 mile away from my house and the first bus that stops there M-F comes by after 8am.
- I live in Tumwater in an area that is quickly developing, but there is no bus service within walking distance. I could not take the bus to work even if I wanted to. I worry about how this will affect me as I age, retire, and can't use a car anymore. Dial-A-Lift seems like a poor option. Bus service in my area would be helpful.
- I see a lot of mostly empty buses out there. Wondering if there are other fuel-efficient options for dealing with routes that have lower number at certain times of days. There's a convenience factor to having your own car and not needing to consider any schedule but your own. Finding ways to incentivize over that convenience needs to be a focus as well. A few thoughts on that: * Incentivize employers to focus on remote work and feel supported in their ability to trust that direction. Research into remote work agreements and their benefits might help employers move in this direction when it's possible * Incentivize on saving time. Consider improving fast-tracking people to their jobs. A lot of people live in one city and commute to another. Buses can bring groups of people between cities and other buses/shuttles can take them to their work. Make it more convenient on your schedule to take public transit. * Incentivize employers to encourage employees to have a healthy work-life balance. Office jobs sometimes incentivize working overtime without overtime pay. If people have more traditional schedules, they can match their schedules more easily with public transit.
- I want you to know that there is nowhere near enough housing in central Olympia.

- I will not use public transit to commute, or otherwise, unless it is 1) safe for riders and drivers/transit employees, 2) stops/stations are no more than 1/8 mile from home/work and 3) wait times are a maximum of 10 minutes and routes run at convenient times. Most of my friends and family agree with these points. I've lived and worked in major cities and used public transit extensively. I am not some change-resistant car user. I know what works and does not impose an undue psychological, physical, and time burden on individual transit users.
- I will repeat that buses should be smaller, be electric or hydrogen and run more frequently.
- I would like to request a 4/10 work week and will do so next week. thank you
- I'm learning the hard way how challenging biking to work can be with how hilly Olympia is. My friend taught me that she bikes to/from bus stops and parks her bike on the front of the bus for the harder legs of the trip. This is a great idea, except I worry about putting my bike on the front of a bus and also guaranteeing there will be enough spots available in the morning. I wish there was a better way to do this -- like trollies specifically designed for bicycles where you can hitch your ride to it for a little lift down some of the steeper main streets.
- Impound vehicles of drivers who are driving without insurance or a valid driver's license. This will reduce traffic congestion. People legally operating vehicles shouldn't have to pay increased insurance costs because of the number of people who are illegally operating vehicles. Three of my coworkers were hit by drivers without insurance, and there were no repercussions for those drivers.
- Improving bike lane maintenance will increase the likelihood of bike commutes
- In the 1970's, in California, they had finished building the Bay Area Rapid Transit system that is still to this day VERY effective. They have the bus system to support it by a bus coming by every 15 minutes or carpools that they can catch at the BART stops. That should be your model. I see the new system being built, I would encourage you to look at the bus system that would support this new system to increase frequency stops to nearby key locations where people work. For instance, Boeing in Auburn. There is no public transportation system that would get my husband to work at 5:30am without spending 4 hours to get to that location from Lacey. I think that the public bus system needs an upgrade for being more comfortable and safer and more frequent.
- Incentive for continued work from home would help reduce unnecessary driving for daily work if it is not required. This could help address parking, reliance on gas and help with climate change initiatives as well. More electric parking would potentially help incentivize people to consider earth friendly options when purchasing a new car if they must commute to the office.
- Increase employee incentives to use public transit
- Infrastructure to support biking (bike racks) downtown and at employment places would be very beneficial. Pedestrian only zones
- Integrating e-bikes or e-scooters into fleets could help employees learn more about the benefits of this option, especially for short trips out into the field, for lunch, or meetings at other buildings. Develop a 'build an e-bike fleet' kit to help organizations understand the required costs/resources to have this type of program. Secure, indoor public bike parking in popular areas (downtown, shopping centers, libraries, etc) may entice more folks to bike. Some people have expressed concerns about leaving their bikes (esp. more expensive e-bikes) at standard bike racks. The lockers at the OTC are a really good start (right downtown, at a transit hub, security cameras) but there are still a few hurdles (little promotion, bring your own lock, limited hours, do cargo bikes fit?). Create a reason for people to try a new mode - Week Without Driving is a

good example. Getting people out of their cars will expose them to more options and (likely) make them a more compassionate/safe drivers.

- Intercity Transit options to get to the State Capital are horrific. I live 5 miles away in Lacey as the crow flies, but it takes 3 bus routes and over one hour to get to the east Capital Campus, so I never use the bus.
- Investment to increase the number and frequency of buses would make it much easier to get around. If I miss my regular bus by even just one minute, I have to wait 30 minutes for the next one, which is discouraging when trying to make sure I am at work on time. Whenever I am walking downtown, despite using cross walks and the blinking pedestrian lights, I frequently have cars that will not stop for me or almost hit me (several times month).
- Is it not odd to anyone that there isn't a direct transit link between the capital of our state and the largest city in our state? Or the airport, at minimum? Just me?
- It is such strange post-covid environment right now, that I don't think there are so many norms anymore for those who have mobile jobs. It seems like the range of solutions might have changed. . . .
- It would be nice to feel safe using alternative methods.
- It's hard to get to Squaxin or other natural areas without a car. There are lands that PARKS, DNR, and city parks manages that aren't easily accessible by bus and it would be great for there to be a way to get there by bus. Nisqually, Woodard Bay, Tolmie, Millersylvania are other ones that are hard to reach by public transportation. Even if service just runs on weekends, it would be great to have for those who don't have a car/ can't drive/ or want to travel with a large group of friends.
- Keep in mind people with disabilities.
- Mass transit / rail options (not bus).
- My commute in my personal vehicle is 12 minutes each way. If I were to take a bus, I would have to transfer at the transit center, and the one-way trip would take 45 minutes. Transit is a realistic option for me to travel between downtown Olympia and my home, but I would be losing a full hour each day if I chose to take transit to work.
- My work is located in an area without crosswalks and/or sidewalks consistently nearby.
- N/A
- No
- Not commuting is the best solution financially, environmentally, and physically. Support work from home.
- Offer full-time work from home options
- Parking is a serious barrier - businesses building in downtown Olympia should be required to provide adequate parking. In addition the practice of ticketing individuals parking in neighborhoods between 8 and 5 is absurd and takes advantage of a few employees who don't have remote work options who also need parking. You need to change the rules to allow parking 8-5 in some side street areas to support those needing to commute. I can't extend my commute time by hours just to wait on transportation. The trade off doesn't work.
- Please bring back the DASH bus downtown Olympia. Several years ago, we voted to increase taxes to make intercity transit free for all riders, then when the pandemic hit, the service was severely curtailed has not returned to normal. Bring back the transit or give me back my tax dollars, what am I paying for?

- Please work on improving bike boulevards! Follow Portland's lead. Portland is an excellent bike commute experience. I rode 16 miles a day and rarely interacted with a moving car, except at an intersection. My commute made my day. The commute in Seattle which I did for almost nine years and in Olympia are unsafe and unpleasant because of traffic. Get bikes and cars on different streets!!
- Recommendations to change the behavior of driving alone to work. People like their cars. How do we change this?
- Since Intercity Transit cut the direct route to Tacoma after 2020 there are no direct transit options from Tacoma to Olympia.
- Some sort of coaster system
- Support employers offering adjusted start/end times for its employees.
- Thanks for all you do!
- The ability to be carpool at the Jefferson building garage. It was a nightmare to try and get a carpool for two people at the Jefferson garage. So much so, that they would not allow it only a motor pool which is a different permit. We were not able to both be given badge access to the garage, only the paying member. So one of us would be left unable to even take the elevator down to the car. It was a horrible experience. So instead of carpool, we both drive from the same residential street to the same work building. It's ridiculous.
- The benefit of working from home is that I don't have to deal with the ridiculous traffic backups that occur on I5 at exits all through Olympia. Southbound exits 109 and 104 are constantly backed up due to insufficient infrastructure planning for area growth. Those should be addressed first.
- The City of Olympia put a number of homeless encampments between my house and work. Even though I only work 1 mile from home, and specifically bought a house near work so I could walk, I often feel unsafe walking due to the large homeless population concentrated along that route and the lack of sidewalks. I am often forced to walk on the same side of the block as a large homeless group. I lived in Seattle for 20 years and walked everywhere. I felt much safer in Seattle than I do walking in Olympia. Olympia needs more sidewalks (both sides of the street), better street lighting, better crosswalks. In general, Olympia needs to actually promote not driving. At this time all transpo decisions seem to be centered around cars.
- To encourage biking: - white paint lines are not enough to feel safe-- need separation as much as possible - keep "chip seal" out of the shoulders-- retain smooth biking shoulders - public education on keeping shoulders clear of garbage bins and "free couches" - Do a dedicated "bike day" where a lane of downtown traffic is just for bikes. See what happens! we will come!! - improve bike crossings over RR tracks To encourage walking: - Olympia needs sidewalks. Period. This is an equity issue!! - public education-- stop parking on sidewalks
- We need a monorail.
- We need better, more frequent public transportation options.
- What I want more than anything from our mass transit system is the ability to get from Olympia to Seatac and Seattle without sitting in traffic or having to park when I get there. We need to get the light rail down here.
- When I go into work, I take the bus and have to walk to/from the bus stop. I wear reflective gear, have a flashlight, etc. but have had some very close calls with cars and called the non-emergency number to report but have been told by police that unless I am actually hit by a car, they cannot

do anything (even with cameras, the license plate number/make of car, time, etc.). I would like to see pedestrian/biker safety made a priority as some of these incidences had me rethinking whether it was safe for me to be a CTR participant/take public transport.

- Working in the office was a nice option, but my transportation options besides driving into the office alone were not available in the Black Lake area (Thurston County). Once I got to the office, I was forced to pay for parking, making the entire experience, essentially, like a pay cut. Just getting to and staying at my work location cost me a lot out of pocket. Paying to work!

Rural Thurston County

- Rural Thurston County residents need options other than driving personal vehicles.

Tumwater

- Allow staff to telework a few days a week.
- Better shoulders on Littlerock Road and other main rural roads for bicycle safety. There are a lot of people who ride bicycles out in rural Thurston County, and it would be great if the ride could be made safer.
- Consider a bus route down Hwy 99, as more housing developments are down there but there is no option for anything other than driving to get around.
- Currently both Intercity Transit and Mason County Transit use is free. That program should be continued. So many folks use the bus as their only means of transportation. I've seen whole families traveling together. They might be going to work, school, dr appointments, or a trip to the grocery store. When my husband retired in 2020 we sold one of our cars and I ride the bus to work a few times a week. What a boon. I've read War and Peace, Citizens: A Chronicle of the French Revolution, and so many other books. I don't enjoy driving and the bus saves me over \$200.00 each month in insurance rates, fuel, and vehicle upkeep. Yes, it can be interesting but I'm saving money, I'm reading a lot, I've reduced the number of cars on the road, and I'm less stressed. Don't talk about mass transit, really encourage it.
- Expand public transportation options (rail). It's not fair to penalize drivers when there are few options available.
- Having done carpools in the past when I had a longer commute, I'm not sure that there is incentive for me to carpool with such a short commute. Use of mass transit isn't an option due to the time it would take to get to and from work, and the inconvenience of meeting someone for a commute is similar.
- I used to ride the bus to work before I had kids. More options would be great. With the timing of routes, I had to get to work pretty early.
- Improve bicycle lanes on Littlerock Road and other heavily traveled roads in rural Thurston County.
- It is too bad that Intercity Transit stopped express bus service from the Tacoma Dome to Olympia. It is less convenient to travel to Lakewood to catch it.
- Keep and expand telework/hybrid jobs. Keep buses free.
- No.
- Put a few bus stops down in the nisqually valley for people whom live there.

- Tumwater school district is short bus drivers. This leaves families without transportation for their kids about one week out of three or four. It seems like a partnership between the school districts and public transportation could ease the burden on families. I think older middle school and all high school kids could learn to use public transportation to get to school. This could allow the school bus drivers to focus on transporting kids who are not near bus stops. All kids might get to school on time. Right now kids on the rotating have transportation that gets them to school two hours late. On another note, I think expanding public transportation on Littlerock Road all the way to Littlerock Elementary School would benefit underserved populations and allow high school kids who do not have cars the opportunity to do Running Start at SPSCC. This is an equity issue because as it stands right now, only kids with family incomes that support an additional car can participate in this important dual-credit opportunity.

Work Location Not Specified

- A train from Tacoma to Olympia would be great.
- Don't endorse electric vehicles. The east side doesn't have the infrastructure to support system like electric cars. One day maybe.
- I have no options for running errands in Olympia besides driving alone in a personal vehicle. There are no buses that stop near me.
- It would be amazing to be able to realistically take the train from Portland to Olympia and arrive at the Capitol in a time equal or faster than driving. Currently, driving takes 1:50 mins and the train with bus connections takes over 3 hours.
- make sure remote/tele workers have official access to local office resources. Suitable parking availability for when we do have to go to the office. I use to get an Orca card for bus fare for alternate transportation options, now that I work from home, maybe we could get a stipend for internet access or other personal resources we use for work - the same cost of an orca card could help offset a higher level internet service, increased use of water and electricity cost working from home. I get I don't have to pay for gas, but I didn't when I had an orca card as well, I also use less office resources from water and electricity, to toilet paper, soap and paper towels. People who have to rely on the ferry system for their commute have one of the currently less reliable providers, leaving them at times in a ferry holding line for hours. Not only is this time not 'work time' but you have to pay the full cost of the ferry, which is well above \$50 round trip. Staff that work within walking distance of a ferry terminal still have to pay at least 1 way tickets, where others get a free bus ride. Parking in Olympia, each time i have to go to that office, is stressful and/or costly, better visiting staff parking would be appreciated (I am driving over an hour to get there then stressing about parking and often for a meeting)
- Mass Transit
- While I am not fully educated on what is currently available, I would like to express my hope that we prioritize transportation related services and decisions by prioritizing the people who need them the most. How are lower income individuals, senior citizens, and folks with disabilities represented at the decision tables?



CITY COUNCIL MEETING
May 20, 2025

SUBJECT: Community Development Block Grant Program (CDBG) Update

RECOMMENDATION: None. Informational Purposes Only

STAFF CONTACT: Rick Walk, City Manager *RW*
Shannon Kelley-Fong, Assistant City Manager *SKF*
Michelle Chavez, Human Services Coordinator *mjc*

ORIGINATED BY: City Manager's Department

ATTACHMENTS:

1. List of CDBG Eligible Activities
2. Draft CDBG 2025 Timeline
3. Community Participation Plan
4. Consolidated Plan / Annual Action Plan Outline

FISCAL NOTE: 2025 anticipated funding of \$304,850 (HUD estimate)

**WORK PLAN GOAL:
AND STRATEGY**

Vibrant Place to Live, Work and Play
D. Finalize Homeless Response Plan and Enhance Social Services

An Engaged Community
L. Enhance Communication and Engagement Efforts

DEIB STRAT PLAN:

Livability: Human Services, C. Provide and support culturally appropriate human services that meet the needs of the Lacey community.

Create a strategic City human services grant program that is transparent, consistent, and removes barriers to participation.

PRIOR REVIEW:

[City Council Meeting](#) - June 18, 2024
[Human Services Work Group](#) – November 7, 2024
[Human Services Work Group](#) – December 5, 2024
[Human Services Commission](#) – April 3, 2025

HS COMMISSION REC: Allocating Lacey's initial CDBG funding for the first few years to capital projects and allocating approximately \$30,000 for administrative costs.

BACKGROUND:

Lacey Community Participation Plan – 2025-2027

One of the first work products needed to begin the 2025 CDBG Program Year is the Lacey CDBG Community Participation Plan (CPP). This plan details the requirements for community engagement in CDBG Consolidated Plans, Annual Action Plans, CAPERS (annual reports), and what is required when a plan is amended.

Staff examined the CPPs of seven (7) other jurisdictions to develop a draft plan for Lacey. Staff also reviewed the HUD Monitoring Checklist for CPP and the Congressional Federal Register that pertains to Community Participation in developing plans for CDBG and HOME dollars. The particular CFR that pertains to the CPP is 24 CFR Part 91.

On December 5, 2024, the Human Services Workgroup reviewed a staff report that included the most current amended Thurston County / City of Olympia Public Participation Plan (CPP) and a draft outline for a Lacey CPP.

The City published a 30-day review and public comment period for the Lacey CPP from December 5, 2024 to January 5, 2025. The City did not receive additional public comment beyond what was received during the December 5, 2024 Human Services Work Group meeting.

The City inquired with HUD whether the CPP is required as part of the 2025-2027 Consolidated Plan. HUD has indicated that it was not likely required, but that it should just be kept on file for referral as the City works through its public notification process and any future CDBG plan amendments that may be needed.

Lacey Consolidated Plan and Annual Action Plan- 2025-2027

The Consolidated Plan is a planning document required by HUD to be submitted every three to five years by all jurisdictions that receive CDBG funds and HOME funds. The Consolidated Plan identifies needs and determines strategic priorities for the use of CDBG and HOME funds over the ensuing plan period.

The 2023-2027 Consolidated Plan has been completed for Thurston County and the City of Olympia. The main priority goals are housing, services, community and economic development and special needs.

Because Lacey is now a stand-alone CDBG entitlement community, the City must write a 3-year consolidated plan and submit this to HUD in the summer of 2025 for approval.

This three-year plan would include the 2025 CDBG Annual Action Plan and approved projects for funding.

CDBG Work Products Needed for 2025:

1. Lacey CDBG Community Participation Plan – This can be produced in parallel with the Community Engagement Plan for the Lacey Human Services Grant Program (HSGP). – **Draft Complete**

2. Lacey CDBG 2025 Program Timeline – **Draft Complete**

3. **Lacey CDBG 3-Year Consolidated Plan 2025-2027** – This can be produced in conjunction with the Community Needs Assessment and Human Services Strategic Plan in conjunction with the HSGP. – **In Progress**

4. **Lacey CDBG Annual Action Plan** – This is the list of approved projects for 2025 and serves as year 1 of the Lacey 3 Year Consolidated Plan 2025-2027. – **Not Started** (This plan must align with the Con Plan priorities).

Options for CDBG Programming

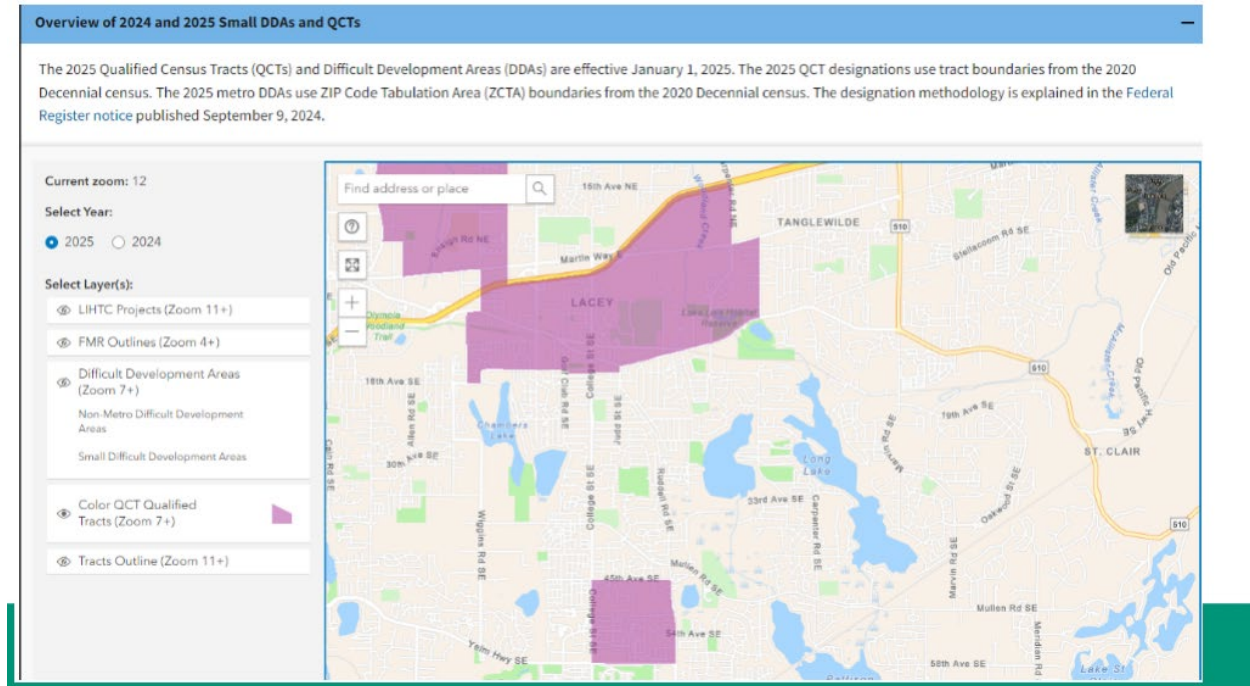
Staff projections for timelines and competitive programming have evolved. Based on research and program experience, staff recommends using CDBG funding on City capital project(s) for the first few years, rather than a competitive process. This would reduce administrative needs from City staff. **Table A** provides a matrix of CDBG funding considerations.

Table A			
CDBG Funding Matrix			
	City Capital Projects	Other Capital Projects	Service Programs
Staff time	Low	Moderate more projects, increased time	High more programs, increased time
Competitive Process	No Direct funding	Yes Application / Review	Yes Application / Review
Process Timeline	2-4 months	4+months	4+months
Max. funding*	None	None	15% (≈\$45K)
City control	High	Low	Low
Administration**	10% (≈\$30,000)	15% (≈\$45,000)	20+% (≈\$60,000)
*Up to 15% for public services ** Up to 20% for administration			

Like other projects, City capital projects would need to be located in low- to moderate-income (LMI) qualified census tracts for CDBG (See **Figure 1**), or meet the presumed benefit category.

The term "presumed benefit" in the context of HUD refers to a situation where at least 51 percent of the beneficiaries are presumed to be low- or moderate-income individuals. Additionally, activities that exclusively serve a group of persons in specific categories, such as abused children or elderly persons, may also be considered to have presumed benefit.

Figure 1. Lacey Area Benefit



All projects must meet the national objective and be an eligible activity.

CDBG National Objectives

1. Benefit low and moderate-income persons: Activities must primarily benefit individuals or households with low to moderate income levels.
2. Prevent or eliminate slums or blight: Activities aimed at addressing deteriorating areas or conditions that threaten public health and safety.
3. Address community development needs of particular urgency: Activities that respond to urgent community development needs that pose a serious and immediate threat to health or welfare.

See **Attachment 1** for a list of CDBG-eligible activities.

A sampling of City projects identified in **Table B** would likely meet these criteria. Staff would perform more cross-departmental diligence on potential projects and return to the Lacey City Council with recommendations for specific projects at a later date.

Table B					
Sample Potential CDBG Eligible City Capital Projects					
#	Project	Eligibility	Timeline	Brief	Est. Cost
1.	Huntamer Park Improvements	Qualified Census Track	Near-term 2026 - 2028	Updates to park, including sidewalks	\$1.8M
2.	ADA sidewalk updates	Qualified Census Track	Near-term 2026+	Update sidewalks throughout areas	Scalable
3.	Senior Center Expansion	Potential LMI Qualifier	Near-term 2027+	Expand approx. 3,000 sq. ft. to meet the needs of the growing senior community	\$4.3M
4.	Brooks Park Enhancements	Qualified Census Track	Near-term 2027+	Add new amenities, e.g., playground	\$615K
5.	Other public infrastructure improvements (lighting, septic, etc.)	Qualified Census Track	Near-term 2026 - 2028	Varies	Scalable
6.	Rainier Vista Park Improvements	Qualified Census Track	Long-term 2028+	Add new amenities, e.g., playgrounds, courts, etc.	\$1M
7.	Lacey Museum & Cultural Center	Qualified Census Track	Long-term 2028+	Construct new museum and cultural center	\$14+M
8.	College St. Sidewalk and Pedestrian Crossing Improvements	Qualified Census Track	Long-term 2028+	Improve crossing infrastructure	\$1M+

On April 3, 2025 the Human Services Commission (HSC) received an update on the 2025 CDBG Program. The HSC recommended allocating Lacey's initial CDBG funding for the first few years to capital projects. The Commission also recommended allocating approximately \$30,000 for administrative costs.

Capital Projects approved for CDBG funding would also need to fall under Lacey's CDBG Consolidated Plan due to HUD in Summer of 2025. The projects must be in the Area Benefit (Figure 1) and meet a CDBG National Objective.

Next Steps: Staff will continue outreach and engagement, writing the Consolidated Plan, incorporating feedback, and bring the draft Consolidated Plan and draft Annual Action plan back to a Council Worksession in July with final council vote in early August.

Table I. CDBG Eligible Activities by General Categories

General Categories	Eligible Activities
Planning, Administrative and Technical Assistance	• comprehensive planning and related activities; • administrative costs associated with carrying out the requirements of the program, as well as other HUD programs; • provision of technical assistance to public or nonprofit entities; • payment of the non-federal share of other federal grant programs; • development and implementation of energy conservation and use strategies.
Public works and public facilities	• acquisition and rehabilitation of real property that may be used for public works, open space acquisition, historic preservation, or other public purposes; • acquisition, construction, reconstruction, or installation of public works, public facilities, neighborhood facilities, senior centers, centers for the handicapped, recreation facilities, and street lights; • removal of architectural barriers to the elderly and handicapped.
Economic Development and Neighborhood Revitalization	• payment to for-profit entities in support of economic development; • assistance to neighborhood-based organizations, including community development corporations, in support of economic development, housing assistance; or neighborhood revitalization activities; • assistance, including loans and grants, to non-profit entities in acquiring real property, or acquiring or rehabilitating public facilities, site improvements, utilities, or commercial and industrial facilities and improvements; • micro-lending; • brownfield redevelopment; • creation of revolving loan funds.
Public Services	• public services (limited to no more than 15% of an entitlement community or state's annual allocation).
Housing related activities	• rehabilitation of housing owned and occupied by low and moderate income persons; • repair of housing units acquired through tax foreclosures; • assistance to facilitate homeownership among low- and moderate-income persons; • housing services, including counseling, in connection with the HOME program; • lead-based paint abatement.
Acquisition, demolition, and disposition of real property	• Acquisition of real property; • disposal of real property; • code enforcement in deteriorated or blighted areas; • clearance, demolition, and rehabilitation and renovation of privately and publicly owned buildings, including closed public schools.

Table 1 2025 CDBG Program Timeline Dates Subject to Change			
Dates	Activity	Who	Notes
December 2024	Create Community Participation Plan (CPP) 30-day review and comment	City of Lacey	Present CPP to Work Group in December Public Comment Ended January 5, 2025
Jan - June 2025	Outreach on Strategic Plan / Consolidated Plan Write Consolidated Plan	City of Lacey	Evaluate Survey Data, Gather Focus Groups Reach out to Stakeholders Write CDBG Consolidated Plan
May 20, 2025	CDBG Update to City Council	City of Lacey	Update on Timeline / Con Plan / Allocation Award
May 23, 2025	Public Notice of Public Hearing #1	City of Lacey	Olympian, Web Site
June 5, 2025	Human Services Commission Holds First Public Hearing	City of Lacey	Begin 30-day public review and comment period (June 5-July 5) Publish in Newspaper and On-line.
June 13, 2025	Public Notice of Pubic Hearing #2	City of Lacey	Publish in Newspaper and On-line notice of 2 nd Public Hearing
June 26, 2025	Human Services Commission Holds Second Public Hearing – Reviews Draft Consolidated Plan	City of Lacey	Makes recommendation on draft
July 22, 2025	City Council Reviews Draft Consolidated Plan	City of Lacey	Reviews public comment, Human Services Commission recommendation, approves version for submittal to HUD.
August 5, 2025	City Council takes final action	City of Lacey	Reviews public comment, HSC recommendation, approves version for submittal to HUD.

Table 1 2025 CDBG Program Timeline Dates Subject to Change			
Dates	Activity	Who	Notes
Early August	Staff Submits Final Draft of Consolidated Plan to HUD	City of Lacey	On-Line
August 2025	HUD Review and Comment Period	HUD	45 days max
September 1, 2025 to October 31, 2026	Year one of Lacey CDBG Entitlement Program	City of Lacey / HUD	
September - October	ERR begins for 2025 Projects	City of Lacey	
Jan 2026 - forward	Bids Released for Capital Projects Contracts Written and Signed	City of Lacey	

City of Lacey CDBG / HOME Community Participation Plan

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LAND ACKNOWLEDGEMENT

We, the City of Lacey, are on the ancestral land of the Tribal People of the Treaty of Medicine Creek, including the Nisqually Indian Tribe and Squaxin Island Tribe. We acknowledge and remember those Tribal People not recognized today who were absorbed or relocated into other tribes for survival. We recognize the ancestors and their descendants who are still here. We recognize and respect the Tribal People of the Treaty of Medicine Creek as the traditional stewards of this land since time immemorial and their role today in taking care of these lands in perpetuity. We recognize and have the responsibility to call attention to the histories of dispossession, forced removal, and abridged treaty rights that allowed our nation, state, and city to develop as they have today. We recommend that community members read the Medicine Creek Treaty of 1854.

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I. Introduction

A. Purpose of the CDBG / HOME Community Participation Plan (CPP)

The purpose of the CDBG / HOME Community Participation Plan is to provide information about how City of Lacey (City) community members, including residents, businesses, community organizations, public agencies, faith-based organizations, public-housing residents, Continuums of Care and program participants/beneficiaries, and others, may participate in the development of the City's Consolidated Plan and related documents.

The City recognizes and values the right of all community members to be informed about and have the opportunity to comment on the use of public funds. The CPP informs the City's use of U.S. Department of Housing and Urban Development (HUD), Community Development Block Grant (CDBG) funds and HOME funds.

The documents available for public review and comment are:

- Consolidated Plan (Updated every five years)
- Annual Action Plan
- Consolidated Annual Performance and Evaluation Report (CAPER)
- Substantial amendments to a Consolidated Plan and/or Action Plan; and amendments to the Community Participation Plan itself

This plan is specifically designed to encourage participation by low and moderate-income persons, particularly those living in substandard living spaces and areas and in areas where CDBG funds are proposed to be used. Low and moderate-income areas are defined as areas having more than 51% of its population with incomes at less than 80% of the area median income (commonly referred to as AMI).

The City encourages participation of all community members, including minorities, persons with limited or no English proficiency, and persons with disabilities, by providing information in alternative languages and formats when requested. The City has an extensive outline of all community participation strategies, stakeholders, and how it intends to equitably engage the community in Appendix A [\(Lacey Human Services 2025-2027 CPP\)](#)

As an entitlement community, the City is eligible to receive CDBG funds from the HUD. CDBG is a formula grant provided annually to the City to develop viable urban communities principally for low- and moderate-income persons, by providing decent housing, a suitable living environment, and expanding economic opportunities.

The City participates in a HOME Consortium with Thurston County and the City of Olympia. HOME is a federal program also administered by the HUD and the Thurston County HOME Consortium receives an annual allocation of formula grant funding based on Congressional appropriations. HOME is the largest federal block grant to state and local governments designed exclusively to create affordable housing for low-income households.

The jurisdictions do not directly construct or own affordable housing but works in partnership with local nonprofit developers to fund a wide range of activities. HOME Funds can be spent anywhere in Thurston County, but must be used to benefit households that make less than 80% of area median income.

As a recipient of these entitlement program funds, the City is required to produce the following documents:

Consolidated Plan (Con Plan) – Initially the City will develop a three-year Con Plan with the assistance of the Human Services Commission. Beginning in 2027, the City will develop a five-year plan with Thurston County and the City of Olympia. This plan will also be developed with the assistance and oversight of the Human Services Commission. The Con Plan identifies community needs and formulates a five-year strategic plan with objectives, implementation strategies, and outcomes that address the needs for housing, community and economic development, and human service needs of the city.

Annual Action Plan (AAP) – The Con Plan guides the development of an AAP. The AAP outlines the City's funding priorities and sets goals during the program year to address the needs identified in the Con Plan. The annual plan allocates CDBG funding to specific projects that will be undertaken over the course of the upcoming fiscal year.

Consolidated Annual Performance and Evaluation Report (CAPER) – The CAPER is an annual report that evaluates and documents accomplishments and use of CDBG funds. The performance measurements are designed to monitor all programs and to determine the impacts of the City's CDBG programs and activities.

Before a Con Plan or AAP is adopted, the City will make public the amount of funds available and the range of activities that can be undertaken with each grant, the estimated amount of funds that will be used to benefit low- and moderate- income persons.

B. Federal Requirements for Community Participation

The CPP is a required element of the Consolidated Plan for the CDBG Program, the HOME Program, and the Assessment of Fair Housing (AFH) as specified by federal regulations that can be found at [24 CFR Part 91.105](#). These regulations define how the City will ensure and coordinate public access and public participation in the decision-making process for the CDBG and HOME programs. The process includes providing opportunities for developing, reviewing and commenting on the draft Con Plan, AAP, AFH, CAPER, and CPP.

Additional regulations on the CDBG Program can be found at [24CFR Part 570](#), and regulations for the HOME Program can be found at [24 CFR Part 92](#).

C. Glossary of Terms

Annual Action Plan (AAP): The AAP describes the activities to be undertaken in the upcoming program year that meet the goals in the approved Con Plan and utilize the annual funding provided to the City by HUD.

Assessment of Fair Housing (AFH): The AFH is an analysis of fair housing issues in a program participant's jurisdiction and region that results in goals the program participant sets forth to achieve over its coming planning cycle. The AFH replaces the previously required Analysis of Impediments to Fair Housing Choice (AI).

Community Development Block Grant (CDBG): The CDBG program provides communities with resources to address a wide range of housing and community development needs that benefit very low- and low- income persons through decent housing, suitable living environments, and expanded economic opportunities.

Community Participation Plan (CPP): The CCP provides standards by which community members are encouraged to participate in the development, planning, execution, and evaluation of the Con Plan, any Substantial Amendments to the Con Plan, the AAPs, and the CAPERs.

Consolidated Annual Performance and Evaluation Report (CAPER): HUD requires the City to prepare a CAPER at the end of each fiscal year. The CAPER assesses the City's annual achievements relative to the goals in the Con Plan and the proposed activities in the AAP.

Consultation: The City will engage and/or request comments from other public and private agencies that engage directly in providing assisted housing, health services, fair housing services and enforcement, and social services, including those focusing on services

to children, elderly persons, persons with disabilities, person with HIV/AIDS and their families, and homeless persons, when completing plans and assessments related to CDBG and HOME funding priorities.

Department of Housing and Urban Development (HUD): HUD is the government agency that creates and manages programs pertaining to home ownership, affordable housing, fair housing, homelessness, community development and housing development.

Displacement: Displacement refers to the involuntary relocation of individuals from their residences due to housing development and rehabilitation activities paid for by federal funds.

Eligible Activity: Activities that are allowable uses of the federal funds (CDBG, HOME) covered by the CPP as defined in the Code of Federal Regulations Title 24 for the Department of Housing and Urban Development.

Five-Year Consolidated Plan (Con Plan): HUD requires entitlement jurisdictions to prepare a Con Plan every five years. The Con Plan identifies housing, economic, and community development needs and prioritizes funding to meet those needs.

The current Con Plan can be accessed here: [OHHP 2023 Consolidated Plan 6.3.24.pdf](#)

HOME Investment Partnerships Program (HOME): HOME is designed exclusively to create affordable housing for low-income households. Activities include those that build, buy, and/or rehabilitate affordable rental or owned housing, or provide direct rental assistance to low-income people.

Human Services Commission: The Lacey Human Services Commission makes recommendations for human services needs, human services policies, and human services funding including Community Development Block Grant funding.

Low to Moderate Income (LMI): LMI is 0–80% of Area Median Income (AMI) for a jurisdiction as defined annually by HUD. In addition, this includes those individuals presumed by HUD to be principally LMI (abused children, battered spouses, elderly persons, severely disabled adults, homeless persons, illiterate adults, persons living with AIDS and migrant farm workers).

Public Hearing: Public hearings provide the public, specifically LMI individuals and families, to make public testimony or comment. Public hearings are either noticed or to be advertised in local newspapers and made accessible to persons who do not speak English

or who have a disability. Public Hearings may be held at a City's Human Service Commission meeting.

Notices of hearings will typically be published ten (10) days and no less than seven (7) days prior to the hearing. Other notices shall be published and/or posted as deemed necessary by the City to inform the public of meetings, workshops, draft documents, background information or access to records and reports relating to the use of HUD grant funds. The City utilizes hybrid public hearings and commission meetings to maximize public participation. In the event of a local or national emergency, the City reserves the right to adjust the notification period as allowed by HUD waivers.

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II. How to Participate

A. Notice of Public Hearings and Review Process – The following table outlines the public process for participation. The Lacey City Council retains final approval of all documents.

Table 1

Activity/Document	When Activity Begins	Public Comment Period	How to participate and access documents
CPP	Before the Consolidated plan is written and before most engagement has begun	30 days	• Human Services Commission • Email; humanservices@cityoflacey.org View on-line at: www.cityoflacey.org/community-development-block-grant-program • Documents available at City Hall and may be at other public locations.

Table 1

Activity/Document	When Activity Begins	Public Comment Period	How to participate and access documents
Con Plan (Five-Year Strategic Plan)	Starts six months preceding the coming Consolidated Plan Public Comment period	30 days	- Human Services Commission : Two (2) public hearings: - Public hearing on housing and community development needs, development of proposed activities, and proposed strategies and actions for affirmatively furthering fair housing; and - Public Hearing on the draft Con Plan and First Year Action Plan. - Summary of plan published in the newspaper of record (per 24 CFR Part 91.105(b)(2) Documents online at: www.cityoflacey.org/community-development-block-grant-program - Email: humanservices@cityoflacey.org - Documents available at City Hall and may be at other public locations.
Substantial Amendments to Con Plan (Changes to the Con Plan)	At any point during the Consolidated Plan period	30 days	- Human Services Commission Documents online at: www.cityoflacey.org/community-development-block-grant-program - Email; humanservices@cityoflacey.org

Table 1

Activity/Document	When Activity Begins	Public Comment Period	How to participate and access documents
			Documents available at City Hall and may be at other public locations.
Annual Action Plan (AAP) (Program Year Activity Overview)	Starts six months preceding the program year	30 days	- Human Services Commission Documents online at www.cityoflacey.org/community-development-block-grant-program - Email; humanservices@cityoflacey.org - Documents available at City Hall and may be at other public locations.
CAPER	November of each program year	15 days	- Human Services Commission Documents online at www.cityoflacey.org/community-development-block-grant-program - Email; humanservices@cityoflacey.org

Table 1

Activity/Document	When Activity Begins	Public Comment Period	How to participate and access documents
			Documents available at City Hall and may be at other public locations.
AFH Assessment of Fair Housing (Five-year assessment)	Approximately 12 months before the start of the Consolidated Planning process	30 days	- Human Services Commission - Public hearing - Summary of plan published in the newspaper of record (per 24 CFR Part 91.105(b)(2)) Documents online at: www.cityoflacey.org/community-development-block-grant-program - Email; humanservices@cityoflacey.org - Documents available at City Hall and may be at other public locations.

B. Accessibility and Language Access

Community Members with Limited English Proficiency: The City recognizes the need to undertake reasonable actions to increase access and participation of persons with Limited English Proficiency (LEP). The City has improved LEP access to City meetings, documents, plans, and more, including:

- Launching a new website with interpretation and accessibility features.
- Adopting a Diversity, Equity, Inclusion and Belonging (DEIB) Strategic Plan
- **Forthcoming:** Language Access Plan and Branding Guide
- Launching a new legislation meeting portal to increase access to public meetings and processes.
- Streaming all public meetings online on the legislative meeting portal (with bookmarks), LaceyTV77, and YouTube. In addition, Council Meetings are also streamed on Facebook.
- Since 2021, the City has provided language interpretation services for customers and community members through LanguageLine. Every year, the use of these services has increased. Over the past four years, languages with the most demand (minutes) for interpretation services include Spanish (1,296), Korean (171), and Vietnamese (85).

Accessibility to Persons with Disabilities: The locations of all public hearings as described herein shall be made accessible to persons with disabilities. An interpreter (American Sign Language or other language) will be provided whenever the City is notified in advance that one or more persons will be in attendance, according to the instructions provided in the Public Hearing Notice. The City shall provide a qualified reader whenever the City is notified in advance that one or more visually impaired persons will be in attendance. Additionally, the City shall provide reasonable accommodations whenever the City is notified in advance that one or more persons with mobility or developmental disabilities will be in attendance.

To request an accommodation or written materials in an alternate format, contact the City Clerk at least seventy-two (72) hours before the meeting to discuss any necessary accommodations. You can reach the City Clerk by phone (360) 486-8704 or email cityclerk@cityoflacey.org.

For vision or hearing-impaired services contact the Washington State Relay Service at 7-1-1 or 1-800-833-6384.

The City provides closed captioning for public meetings on Zoom. In 2024, the City began providing automatic closed captioning on LaceyTV77, its cable and streaming service, for all public meetings. LaceyTV77 also provides limited automatic interpretation closed captioning for City Council meetings. All public meetings are broadcast on YouTube, which also provides automatic closed captioning.

C. Technical Assistance

The City shall provide technical assistance to community members with particular attention to those who are or serve LMI residents. This includes assistance in participation, planning, implementation, and assessment of CDBG programs.

Technical assistance will also be provided to groups and agencies representing LMI person in requesting assistance in developing project/funding proposals.

Technical assistance is intended to further meaningful participation in CDBG / HOME funding decisions. Technical assistance will also be utilized to foster public understanding of CDBG program requirements.

Technical assistance will be provided on request and may include, but not necessarily be limited to: interpreting the CDBG program and its rules, regulations, procedures and other requirements; providing information and/or materials concerning the programs.

III. Amendments to Plans

A. Minor Amendments

The City can amend the Con Plan, the AAP, and the AFH after adoption by following the process in the CPP (See Table 1). If a change is *not* considered a substantial amendment, the City can follow the public process for the AAP to allow for review and approval of changes that will then be reported in that program year's annual report, the CAPER.

The following will not be considered substantial amendments:

- Adjustments of allocations of program income to reflect actual (rather than anticipated) income;

- Pursuit of contingency projects identified in the AAP;
- Adjustments in project funding, provided no new projects are proposed without a substantial amendment process, and provided that the change in federal funds awarded to a project is not increased more than 30 percent or \$50,000, whichever is greater; or
- Allocation of funds which meet the Urgent Need test of HUD (e.g., existing conditions pose serious and immediate threat to health/welfare of community).

B. Substantial Amendments

If a change to the Con Plan, AAP or AFH is determined to have a more significant impact, the City must follow the public process for a substantial amendment (See Table 1). Changes to the Con Plan, the AAP, or the AFH are considered a substantial amendment if the proposed change in the use of either HOME or CDBG funds meets the following criteria:

- A change in allocation priorities, which is considered a change of federal funds awarded to a project of greater than 30 percent or \$50,000, whichever is greater;
- A change in the general location of activities;
- A major change in the scope of a project;
- The addition of a specific project which is not included as a contingency in the annual Action Plan or considered an Urgent Action;
- A material change that affects the information on which the AFH is based to the extent that the analysis, the fair housing contributing factors, or the priorities and goals of the AFH no longer reflect actual circumstances; or
- A decision to cancel or add a project/activity (activities moved to the following year are not considered cancelled).

All substantial amendments will be subject to the same public participation requirements as outlined in Table 1.

IV. Additional Requirements

A. Anti-Displacement and Anti-Relocation Plan

As part of the CPP, the public will be advised about the City's plans to limit the displacement of persons through the CDBG and HOME program activities, and the ways the City will assist any persons who may be displaced. The Anti-Displacement and Anti-Relocation Plan is included in the Con Plan.

B. Complaint and Grievance Process

A complaint pertaining to the Con Plan, AAP, AFH, any plan amendments, and/or the annual CAPER report may be submitted to:

In writing - City of Lacey, Human Services Coordinator, 420 College St. SE, Lacey WA 98503

Via email – humanservices@cityoflacey.org

Staff will review the complaint and provide a response within a period of 15 working days of receipt of the complaint.

Appendix A. 2025-2027 Human Services Community Participation Plan



Human Services

Community Participation Plan



2025-
2027

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Human Services Community Participation Plan



INTRODUCTION

In order to assess future human services needs in the community, it is important to highlight existing and potential stakeholders and survey their experiences, opinions and recommendations for setting human services priorities. Through this engagement, the City can identify gaps, learn what is working well, improve quality and increase access to services.

It is important to approach this work with an equity lens and continue to merge the City's existing work on Diversity, Equity, Inclusion and Belonging (DEIB) with human services. This process begins by creating an equitable engagement framework. The City's recommends encouraging participation and the involvement of all community members by:

- Connecting with them in meaningful, non-performative, ways.
- Finding and engaging with community members in ways they feel comfortable.
- Reducing barriers to access and participation.

The goal of this Community Participation Plan is to engage with a broad perspective of community stakeholders, and by doing so, increase community engagement, and increase awareness. This includes people whose voices have not traditionally been recognized or heard. This approach uses a wide variety of methods such as surveys, one-on-one meetings, and focus groups. Importantly, this work is done through meeting people where they are to ensure that their voices are heard and included as part of future City decisions about funding and policies.

EXISTING HUMAN SERVICES STRATEGIES

The City provides and supports a broad range of local human services to community members. The services are targeted to alleviate hardships and help individuals in need to access community resources. The City engages in this work in four (4) distinct ways:

1. Direct social service outreach and clean-up response
2. Coordinated efforts with regional and community partners
3. Providing funding to support the work of non-profit and other governmental entities

4. Advocacy for more comprehensive solutions to homelessness at the state and federal level.

In 2024, the City invested around \$1.2 million into a variety of Human Services. Through this work, the goal of the City is to provide and support services in the community built on compassion, public safety, and enhancing the wellbeing of all. Programs and services supported prior to the needs assessment are:

- Affordable Housing and Houseless Services
- Early Learning and At-Risk Youth Services
- Senior Services
- Veterans Services
- Food Insecurity and Nutrition Services
- Hazardous Weather Sheltering Services
- Substance and Alcohol Abuse Treatment Services
- Crime Victim Advocate Services
- Dispute Resolution Services

The City continues to invest in human services by establishing a local Human Services Grant Program (HSGP). With initial funding of \$300,000, the program will provide resources to those in need in our community through an annual comprehensive, transparent and competitive application and award program (City Council budget approval).

As part of establishing the new HSGP, the City created an ad hoc Human Services Work Group to evaluate 2024 Grant Applications, assist with a Human Services Needs Assessment, make recommendations on future funding priorities and a future, permanent advisory board.

For the initial program year 2024, the City Council established the following priority areas:

Housing: Expanding and Upgrading Affordable Housing Programs, Emergency Rental Assistance, Housing Education, Creating and Maintaining Supportive Housing Services

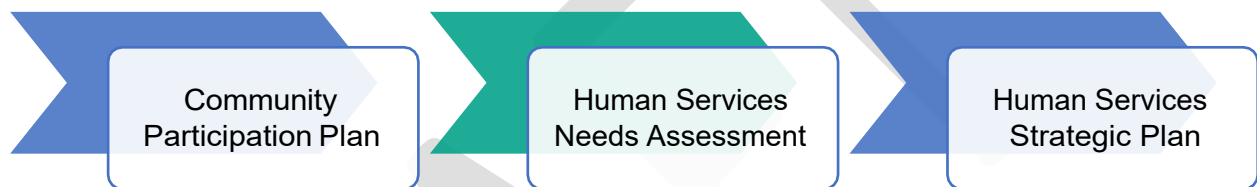
Survival: Access to Food, Water, Shelter, Sleep, Clothing

Security: Job training and placement, mental and physical health care, drug and alcohol recovery services, support in times of personal or family crisis, and transportation.

INTENDED OUTCOMES OF COMMUNITY PARTICIPATION PLAN

The City aspires to include all community members in conversations, decisions, and planning that affects them. While the City has long invested in human services in many ways, a comprehensive human services strategic plan has not been completed. The first step in designing a strategic plan is to do an analysis of stakeholders and existing resources in the community.

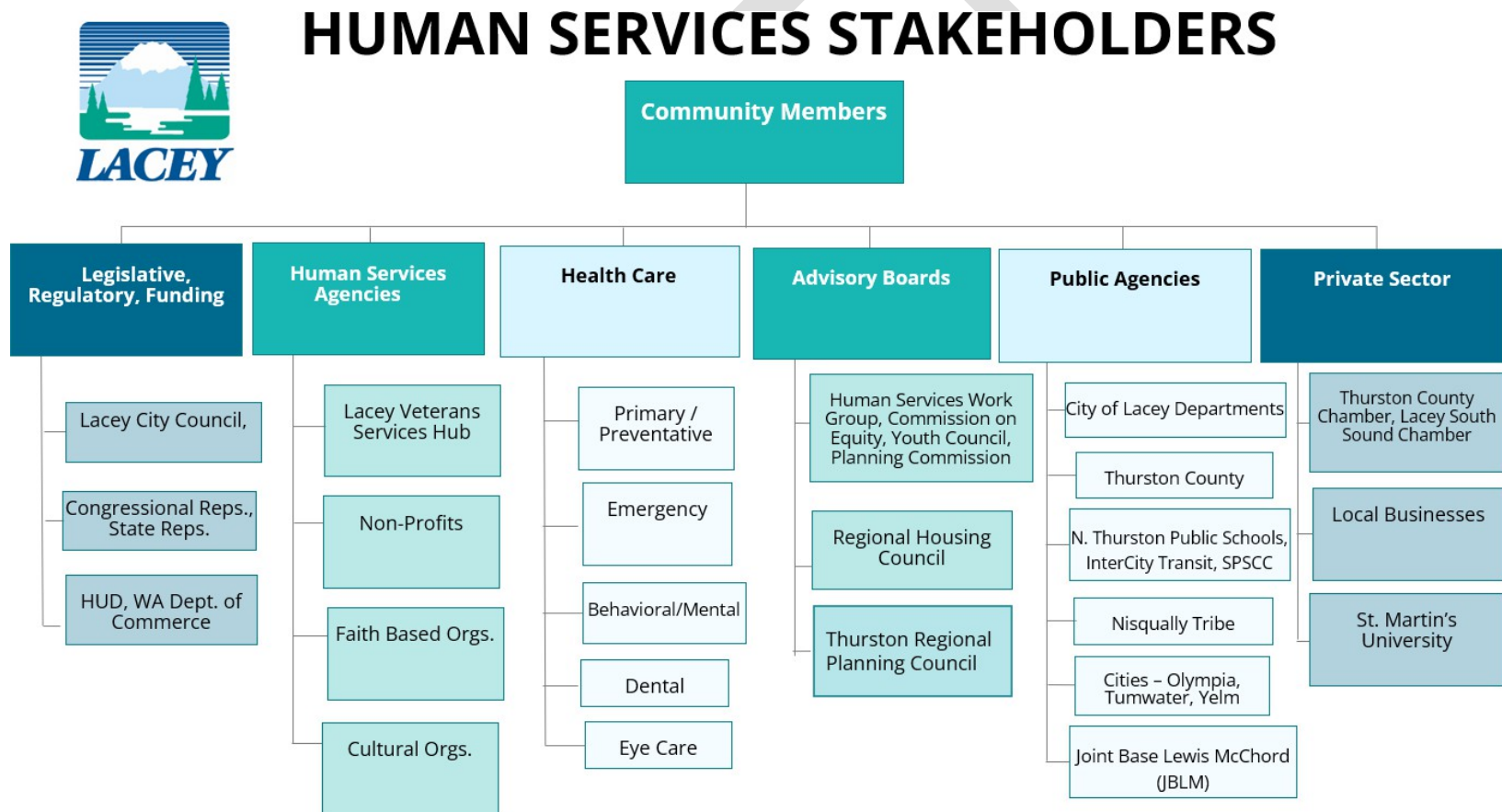
The Community Participation Plan will help the City gather feedback from community members and stakeholders, including the Human Services Workgroup. The feedback will inform the Human Services Needs Assessment which will result in a Human Services Strategic Plan.



IDENTIFYING AND ENGAGING STAKEHOLDERS

City staff created a list of stakeholders and resources that exist in the Lacey community. Resources were added to this list based on existing City contracts and relationships, internet research, and information from Thurston County Community Connections, Thurston County Resource Hub, Lacey Veterans Services Hub, Family Resource Guide of Thurston County, and The Crisis Clinic of Thurston and Mason Counties.

Figure 2. Lacey Human Services Stakeholders



COMMUNITY PARTICIPATION STRATEGIES

Survey

The City developed a survey of human service needs to be open to the public online for several weeks. This survey will focus on community needs and household needs. A copy of the survey is included in Appendix A.

Focus groups

City staff will hold focus groups with a variety of stakeholders, such as those identified in Figure 2 and the potential participants listed in Table 1.

Table 1. List of Potential Focus Group Participants

	Focus Group	Potential Participants (not exclusive and subject to change)
1	Human Services Agencies	Family Support Center, United Way, CYC, Salvation Army, Catholic Charities, CAC of Lewis, Mason, Thurston County, Homes First, Family Education Support Services (FESS), PIPE, Goodwill
2	Public Safety Agencies	Lacey Police, Lacey Fire District #3, Thurston County Sheriff, Joint Animal Services, TCOMM/911
3	Cultural Orgs. / Immigrant Orgs. / Faith Based Groups	CIELO (Centro Integral Educativo Latino de Olympia), COE (Commission on Equity), KWA (Korean Women's Association), Polynesian Association of Thurston County, Fred U. Harris Lodge #70., Phillipino American Community of South Puget Sound, Nisqually Tribe, Islamic Center of Olympia, Michiantla, The Pear Foundation of South Sound, New Life Baptist Church, ASHHO, Divine 9, Jewish and Buddhist Orgs.
4	Veterans Groups	LVSH (Lacey Veterans Services Hub), Disabled American Veterans (DAV), Thurston County Veterans Services
5	Transportation Orgs.	LVSH, Intercity Transit (including Dial-a-Lift), Thurston Regional Planning Council
6	Schools	North Thurston Public Schools (Elementary, High School, Middle School), Pope John Paul, Homeschool
7	Seniors	Senior Services of South Sound, Senior Area on Aging, A Home for Mom, Retirement Facilities – Panorama, Jubilee, Bonaventure, Senior Assoc. of LGBTQ, Rebel and Reserve Communities
8	Youth	Lacey Youth Council, Boys and Girls Club, Boy Scouts, Girl Scouts, TCYFC, BHB Youth Sports Clubs, YMCA, CYS, Daycares, Pizza Clatch (LGBTQ Youth Org.)
9	Physical / Behavioral Health Care	KP, Delta, Providence, Olympic Health and Recovery Services, NAMI, Capital Recovery Services,
10	Private Sector Employers	Lacey Chamber, South Sound Chamber, Economic Development Center, BIPOC group at the Chamber
11	City Departments	Parks, Planning, Public Works, Joint Animal Services
12	Government Agencies	Timberland Regional Library, Thurston County, Olympia and Tumwater
13	Post Secondary Education	SPSCC, St. Martins, Makers Space, ANEW, On-Line Training, Technical Training Schools, Evergreen, New Market Skills Center

Human Services Focus Group Questions

Human Services for the purpose of these conversations are centered around the following core areas: Preventative Health Care, Emergency Health Care, Behavioral Health Care, Dental Care, Eye Care, Housing, Food, Clothing, Employment and Training, Emergency Financial Assistance, Pet Care, Transportation, Child Care, Domestic Violence Services, Low or No Cost Legal Services, Senior Focused Programs, Youth Focused Programs and other services unknown.

1. Tell me about your experience with human services in Lacey?
2. Do you feel that there are gaps in human services in Lacey? If yes, explain where you see the gaps.
3. Where do you feel Lacey is doing well in terms of human services? What are the strengths in government, non-profit, and other community services?
4. Think back to a time when you were searching for services for a Lacey community member or yourself. Were the services readily available? Were you able to successfully refer the community member and get them the help they needed?
5. Thinking through this conversation, what do you feel are the highest priority human service needs in Lacey?

One-on-one questions

The City will try to interview community members who are receiving human services directly to learn more about needs, gaps and strengths within the community. One-on-one interview questions include:

1. Tell me about your experience obtaining human services in Lacey?
2. Where do you think there are gaps in human services in Lacey?
3. What do you think the highest need for human services are in Lacey?

NEXT STEPS

The next steps are direct outreach and engagement as outlined above. The City will then analyze the findings, plan implementation strategies, and determine ways to evaluate

progress. Analysis of findings will be shared with the Lacey Human Services Workgroup and the Lacey City Council.

DRAFT

Consolidated Plan

Setup

[AD-25 Administration](#)

[AD-50 Verify Grantee/PJ Information in IDIS](#)

[AD-55 Verify Grantee/PJ - Program Contacts](#)

Executive Summary

[ES-05 Executive Summary](#)

The Process

[PR-10 Consultation](#)

[PR-15 Citizen Participation](#)

Needs Assessment

[NA-05 Overview](#)

[NA-10 Housing Needs Assessment](#)

[NA-15 Disproportionately Greater Need: Housing Problems](#)

[NA-20 Disproportionately Greater Need: Severe Housing Problems](#)

[NA-25 Disproportionately Greater Need: Housing Cost Burdens](#)

[NA-30 Disproportionately Greater Need: Discussion](#)

[NA-35 Public Housing](#)

[NA-40 Homeless Needs Assessment](#)

[NA-45 Non-Homeless Special Needs Assessment](#)

Market Analysis

[MA-05 Overview](#)

[MA-10 Number of Housing Units](#)

[MA-15 Cost of Housing](#)

[MA-20 Condition of Housing](#)

[MA-25 Public and Assisted Housing](#)

[MA-30 Homeless Facilities](#)

[MA-35 Special Needs Facilities and Services](#)

[MA-40 Barriers to Affordable Housing](#)

[MA-50 Needs and Market Analysis Discussion](#)

[MA-60 Broadband Needs of Housing](#)

[MA-65 Hazard Mitigation](#)

Strategic Plan

[SP-05 Overview](#)

[SP-10 Geographic Priorities](#)

[SP-25 Priority Needs](#)

[SP-30 Influence of Market Conditions](#)

[SP-35 Anticipated Resources](#)

[SP-40 Institutional Delivery Structure](#)

[SP-45 Goals](#)

[SP-50 Public Housing Accessibility and Involvement](#)

[SP-55 Barriers to affordable housing](#)

[SP-60 Homelessness Strategy](#)

[SP-65 Lead based paint Hazards](#)

[SP-70 Anti-Poverty Strategy](#)

[SP-80 Monitoring](#)

Annual Action Plan

[AP-15 Expected Resources](#)

[AP-20 Annual Goals and Objectives](#)

[AP-35 Projects](#)

[AP-50 Geographic Distribution](#)

[AP-85 Other Actions](#)

[AP-90 Program Specific Requirement](#)



LACEY CITY COUNCIL MEETING

May 20th, 2025

SUBJECT: Comprehensive Plan Series: Economic Development Element

RECOMMENDATION: City Council will conduct a review and provide direction on the draft goals and policies for the Economic Development Element of the Comprehensive Plan.

STAFF CONTACT: Rick Walk, City Manager 
Vanessa Dolbee, Director of Community and Economic Development 
Sarah Schelling, Current Planning and Economic Development Manager 
Wesley Nguyen, Economic Development Coordinator 

ORIGINATED BY: Community and Economic Development Department

ATTACHMENTS: 1. Economic Development Draft Goals and Policies
2. Previous Staff Reports in Series ([Linked](#))

FISCAL NOTE: None.

WORK PLAN GOAL AND STRATEGY: Coordinated and Collaborative Planning: Update the Comprehensive Plan and Review Development Regulations (B)

PRIOR REVIEW: Staff presented this draft Goals and Policies to the Planning Commission on May 14th, 2025 for their review and direction.

BACKGROUND:

The Growth Management Act (GMA) requires every city to review and update its Comprehensive Plan and associated development regulations at least once every ten years. This review is intended to address relevant changes in the GMA and respond to changes in land use and population growth.

Within the GMA, the Economic Development Element is optional, however the City of Lacey has historically included an Economic Development Element as part of its Comprehensive Plan. The Element has focused on ensuring community prosperity and a healthy economy,

characterized by job creation and retention, and the resources needed to provide adequate services for the business community. This mission has been supported by a number of goals and policies. As part of the City's 2025 Comprehensive Plan update, the Economic Development Element is being revised to reflect new strategies and community priorities for the City of Lacey. For this update, city staff has engaged with the community to reevaluate the existing goals and policies and update them based on expressed needs and desires of the community. Draft goals and policies are attached.

How were the Goals and Policies established?

The City actively engaged the public and gathered input through community events, an interactive survey, and an open house intended to inform updates to the Comprehensive Plan including the economic development element. Community members emphasized the need for more local businesses and diverse job options, including a mix of retail and industrial opportunities. The community also voiced a desire for a stronger community identity characterized by parks and open spaces and varied commercial, retail and dining options. Although there was a strong desire for additional businesses and services, concerns were also expressed regarding environmental impacts of economic development, and a lack of sustainable living-wage jobs available to meet increases in the cost of living. There is support for the protection of existing commercial zones to support jobs and economic growth, and to support a broader opportunity for individuals and families to live and work in Lacey.

These community perspectives have informed the City's updated economic development goals and policies, which focus on diversifying local business options across retail services, and building a compelling community identity with family-friendly parks, amenities, and diverse activity centers.

The current economic development efforts are built on this previous work and includes staff review and feedback, in addition to the public outreach. In drafting goals and policies, staff also relied on previous work done in support of economic development in the City of Lacey, including the following;

- Woodland District Strategic Plan and branding guide – a roadmap to strengthen and increase the viability of Lacey Midtown. (Woodland District)
- Depot District Subarea Plan – articulates a compelling vision for Lacey's "Depot District," with strategies to achieve community objectives and to foster transformation.
- 2022 Market Study – analyzed the City of Lacey's economic potential to expand commercial, retail, office and industrial development.
- 2016 Economic Development Element of the Lacey Comprehensive Plan.

Economic Development Element Draft Goals and Policies:

- Goal **ED-1**: Promote a positive business climate.
- Goal **ED-2**: Encourage a strong and diverse economy through strong partnership and workforce development.

- Goal **ED-3**: Foster a thriving, diverse, and resilient economy by supporting entrepreneurship, and strengthening local businesses.
- Goal **ED-4**: Preserve commercial areas to provide local goods, services, and vibrant community gathering places to live, work, shop and play.
- Goal **ED-5**: Promote socially and environmentally sustainable business and development.
- Goal **ED-6**: Ensure adequate and reliable housing, public facilities, and infrastructure are available to promote economic growth and activity.

The six goals identified for the updated Comprehensive Plan reflect priorities gathered from various community input. While all goals and policies are significant, their order has been thoughtfully arranged based on both staff priorities and community feedback. Community members have emphasized the importance of stable, consistent, and transparent customer services thus goal number one addresses customer services. Staff recognizing the key role of partnerships in driving economic development, Goal 2 has been prioritized to foster dynamic relationships that enhance efforts across the city and region. Goals 3 and 4 align directly with the adopted City Council work plan, making them essential components that address nearly half (48%) of the total policies. These goals are crucial but require time and dedication to fully implement their 12 associated policies. Finally, Goals 5 and 6 contribute to the city's vibrancy by focusing on environmental sustainability, infrastructure, and housing. These elements collectively enrich the community and support long-term economic growth and development.

There are 25 policies to support the 6 goals identified above; the policies are attached. These policies are designed to guide economic development in the City of Lacey for the next 20 years. To complement staff's work associated with updating the Economic Development Element, in January 2025, the city engaged the services of ECONorthwest to develop a five-year economic development strategy that will identify specific actions that will support the goals and policies of the Comprehensive Plan. The Economic Development Strategic Plan effort is ongoing and being developed as a means to implement the policies and priorities of the city.

NEXT STEPS:

At the May 20th meeting, the City Council will have the opportunity to review and provide feedback on the Economic Development Element draft goals and policies. Following this review, city staff will integrate the feedback into an updated draft prior to releasing it to the public as part of the 2025 Draft Comprehensive Plan Update later this summer.

This public review will primarily take place on the [2025 Comprehensive Plan Website](#), with additional opportunities for public engagement at community hosted events.

Goal/Policy Signpost	Goal/Policy Text	Community Priority	Legal Requirement or Mandate	New or Existing	Related Elements
GOAL 1:	Promote a positive business climate	6 – Economic Vitality	N/A	Existing	N/A
Policy 1.A:	Provide excellent customer service; supporting opportunities for employees to receive customer service training.	6 – Economic Vitality	N/A	Existing	N/A
Policy 1.B:	Provide timely, efficient processing of development permits.	6 – Economic Vitality	N/A	Existing	N/A
Policy 1.C:	Connect with the business community by conducting outreach and regular engagement to build relationships, foster collaboration, and gather meaningful feedback and perspectives.	6 – Economic Vitality	N/A	Existing	N/A
GOAL 2	Encourage a strong and diverse economy through strong partnership and workforce development.	6 – Economic Vitality	N/A	New	Land Use Utilities
Policy 2.A:	Collaborate with organizations such as the Thurston Economic Development Council and other economic entities, to foster a creative economy.	6 – Economic Vitality	N/A	New	Land Use Utilities

Goal/Policy Signpost	Goal/Policy Text	Community Priority	Legal Requirement or Mandate	New or Existing	Related Elements
Policy 2.B:	Collaborate with Experience Olympia and Beyond where appropriate to expand and promote tourism opportunities.	5- Community identity 6 - Economic Vitality	N/A	New	Land Use Utilities
Policy 2.C:	Work with partners to strengthen the industry clusters currently in place and emerging clusters.	6 – Economic Vitality	N/A	New	Land Use Utilities
Policy 2.D:	Collaborate with partners, such as Lacey Makerspace, PacMtn Workforce Council, and South Puget Sound Community College, to deliver accessible workforce training opportunities to Lacey community members.	6 – Economic Vitality	N/A	New	Land Use Utilities
Policy 2.E:	Support local businesses by connecting them to funding opportunities and fostering local partnerships that provide technical assistance, promote workforce development, and drive innovation.	6 – Economic Vitality	N/A	New	Land Use Utilities
GOAL 3	Foster a thriving, diverse, and resilient economy by supporting entrepreneurship, and strengthening local businesses.	6 – Economic Vitality	N/A	New	Land Use Utilities Transportation

Goal/Policy Signpost	Goal/Policy Text	Community Priority	Legal Requirement or Mandate	New or Existing	Related Elements
Policy 3.A:	Encourage the sustainability and expansion of existing businesses while attracting new enterprises that reflect community values and provide living wage job opportunities.	6 – Economic Vitality	N/A	New	Land Use Utilities Transportation
Policy 3.B:	Foster the development and growth of diverse businesses that supply essential goods and services to meet the needs of the community.	6 – Economic Vitality	N/A	New	Land Use Utilities Transportation
Policy 3.C:	Develop and strengthen business ecosystems that create quality jobs, drive revenue growth, and build economic resilience across diverse sectors.	6 – Economic Vitality	N/A	New	Land Use Utilities Transportation
Policy 3.D:	Cultivate and promote the growth of small businesses and foster innovation by supporting partnership that provide training, resources, and dedicated spaces, such as the MakerSpace and the ScaleUp program.	6 – Economic Vitality	N/A	New	Land Use Utilities Transportation
Policy 3.E:	Advance initiatives that nurture new entrepreneurs and support their growth, such as the Food Truck Depot and Night Market.	6 – Economic Vitality	N/A	New	Land Use Utilities Transportation

Goal/Policy Signpost	Goal/Policy Text	Community Priority	Legal Requirement or Mandate	New or Existing	Related Elements
GOAL 4	Preserve commercial areas to provide local goods, services, and vibrant community gathering places to live, work, shop and play.	6 – Economic Vitality	N/A	New	Land Use Utilities Transportation
Policy 4.A:	Integrate placemaking efforts through thoughtful architecture, public art, and site planning.	5 – Community Identity	N/A	New	Land Use Utilities Transportation
Policy 4.B:	Prioritize placemaking investments, in Midtown, Hawks Prairie Business District, and the Depot District.	5 – Community Identity	N/A	New	Land Use Utilities Transportation
Policy 4.C:	Lead efforts in Midtown to create vibrant spaces, boost economic growth, and enhance the neighborhood through strategic planning, innovative design, and collaboration with partners.	1- Connected Neighborhoods 6 - Economic Vitality	N/A	New	Land Use Utilities Transportation
Policy 4.D:	Strengthen development standards to retain commercial zoning designations to preserving opportunities for the growth and development of small businesses.	1-Connected Neighborhoods	N/A	New	Land Use Utilities Transportation

Goal/Policy Signpost	Goal/Policy Text	Community Priority	Legal Requirement or Mandate	New or Existing	Related Elements
Policy 4.E:	Maintain neighborhood commercial districts, zoning, and development standards that provide a diverse walkable commercial space throughout the city that are accessible to entrepreneurs and small businesses.	1-Connected Neighborhoods	N/A	New	Land Use Utilities Transportation
Policy 4.F:	Utilize the regional trail system to drive economic growth by connecting community members to Lacey's Midtown and Depot Districts.	1-Connected Neighborhoods 6 - Economic Vitality	N/A	New	Land Use Utilities Transportation
Policy 4.G:	Promote trail-oriented businesses along trail corridors, and support zoning policies that enhance trail access, maintenance, and comfort for all users.	1-Connected Neighborhoods 6 - Economic Vitality	N/A	New	Land Use Utilities Transportation
GOAL 5	Promote socially and environmentally sustainable business and development.	4- Preserve our Natural Resources	N/A	New	Land Use Climate & Sustainability

Goal/Policy Signpost	Goal/Policy Text	Community Priority	Legal Requirement or Mandate	New or Existing	Related Elements
Policy 5.A:	Encourage/Recruit businesses that provide products and services that support resource conservation, environmental stewardship, and the reduction of greenhouse gas emission.	4- Preserve our Natural Resources	N/A	New	Land Use Climate & Sustainability
Policy 5.B:	Encourage businesses to adopt eco-friendly building designs featuring energy efficiency, sustainable materials, and green spaces.	4- Preserve our Natural Resources	N/A	New	Land Use Climate & Sustainability
GOAL 6	Ensure adequate and reliable housing, public facilities, and infrastructure are available to promote economic growth and activity.	6 – Economic Vitality 2 – Public Health and Safety	N/A	New	Land Use Transportation Utilities Housing
Policy 6.A:	Continue to work with local partners, and the State to ensure an adequate utilities and infrastructure are available to meet the needs of current and future businesses.	2 – Public Health and Safety	N/A	New	Land Use Transportation Utilities Housing
Policy 6.B:	Prioritize public invest in improvements and infrastructure to support economic development, housing, land use, and transportation goals.	2 – Public Health and Safety	N/A	New	Land Use Transportation Utilities Housing

Goal/Policy Signpost	Goal/Policy Text	Community Priority	Legal Requirement or Mandate	New or Existing	Related Elements
Policy 6.C:	Support housing policies that enable residents to live and work in Lacey.	3 – Diversity of Housing Types	N/A	New	Land Use Transportation Utilities Housing

Community Priorities – Key

Create connected neighborhoods where people can walk and bike easily.	1 Connected Neighborhoods
Establish City services and infrastructure that promote public health and safety.	2 Public Health and Safety
Develop spaces for a diversity of housing types and income levels that enhances our built environment.	3 Diverse Housing
Preserve our natural resources and focus on environmentally sustainable practices.	4 Environmental Preservation
Build a compelling community identity with family-friendly parks, amenities and diverse activity centers.	5 Community Identity
Promote economic vitality and support commercial areas so local businesses can thrive.	6 Economic Vitality



LACEY CITY COUNCIL MEETING

May 20th, 2025

SUBJECT: Comprehensive Plan Series: Transportation Element

RECOMMENDATION: City Council will conduct a review and provide direction on draft goals and policies of the Transportation Element of the Comprehensive Plan

STAFF CONTACT: Rick Walk, City Manager *RW*
Vanessa Dolbee, Director of Community and Economic Development *VD*
Ryan Andrews, Community Planning Manager *RA*
Hans Shepherd, Senior Planner *HS*

ORIGINATED BY: Community & Economic Development Department

ATTACHMENTS:

1. Transportation Element Draft Goals and Policies
2. 2018 Pedestrian and Bicycle Plan ([Linked](#))
3. Commerce Checklist ([Linked](#))
4. Thurston Regional Planning Council Comprehensive Plan - Guidance and Certification Checklist ([Linked](#))
5. Previous Staff Reports in Series ([Linked](#))

FISCAL NOTE: None.

WORK PLAN GOAL AND STRATEGY: Coordinated and Collaborative Planning: Update the Comprehensive Plan and Review Development Regulations (B)

PRIOR REVIEW: The City Council was last briefed on the Transportation Element of the Comprehensive Plan as part of the February 11th, 2025 Joint City Council/Planning Commission meeting. The Planning Commission reviewed the current draft on May 14th, 2025.

BACKGROUND:

The Growth Management Act (GMA) requires every city to review and update its Comprehensive Plan and associated development regulations at least once every ten years. This review is intended to address relevant changes in the GMA and respond to changes in land use and population growth.

The Revised Code of Washington ([Section 36.70A.070](#)) goes on to further identify and define the mandatory elements of the Comprehensive Plan including requirements for a Transportation Element that includes estimated travel projections based on existing and future land uses, facility inventories and needs assessments, and the establishment of multimodal level of service (MMLOS) standards for all locally owned arterials, established transit routes, and active transportation facilities.

Updated Commerce Guidance and Legislative Changes for 2025:

Since the last Transportation Element was [adopted in December of 2012](#), the City of Lacey developed and adopted the 2018 Pedestrian and Bicycle Plan (Attachment 2), the Department of Commerce updated its guidance on a range of transportation related topics, and the Washington State Legislature enacted new transportation specific legislation. These state level changes are highlighted within the Transportation Element section of the Commerce provided Periodic Update Checklist (Attachment 3).

New state level transportation related requirements for the 2025 update cycle include:

- An inventory of air, water and ground transportations facilities and services.
- The adoption of MMLOS standards.
- Identification of actions to meet adopted MMLOS standards.
- Transportation forecasts that incorporate MMLOS projections.
- Projection of future system needs based on updated demand forecasts.
- A plan to address equitable facility use and access consistent with [Title II of ADA](#).
- An active transportation component to promote healthy lifestyles.
- A discussion of potential funding sources and strategies.

In addition to these new state level requirements, the Revised Code of Washington (RCW) requires Regional Transportation Planning Organizations (RTPOs) such as Thurston Regional Planning Council (TRPC) to certify comprehensive plans. To be certified by TRPC, plans must demonstrate that their transportation elements are consistent with the Regional Transportation Plan and reflect the guidelines of [RCW 47.80.026](#) (Attachment 4).

Transportation Element Draft Goals and Policies:

Within the Comprehensive Plan, the requirements of the Transportation Element are often addressed through a combination of listed goals and policies and visually with the use transportation related maps and figures. Building upon the goals and policies identified within the 2016 Comprehensive Plan, 2025 draft land use goals and policies are further informed by recently adopted State legislation (since the last update in 2016), community provided guidance gained through 2024 and 2025 outreach efforts, the 2023 Joint Plan with Thurston County, and City Council, Planning Commission, and Youth Council priorities identified through 2024 visioning sessions.

Attachment 1 of this report (Transportation Element Draft Goals and Policies) offers additional information on the development of these draft goals and policies.

NEXT STEPS:

At the May 20th meeting, the City Council will have the opportunity to review and provide feedback on the Transportation Element draft goals and policies. Following this review, city staff will integrate the feedback into an updated draft prior to releasing it to the public as part of the 2025 Draft Comprehensive Plan Update later this summer.

This public review will primarily take place on the [2025 Comprehensive Plan Website](#), with additional opportunities for public engagement at community hosted events.

Goal/Policy Signpost	Goal/Policy Text	Community Priority	Legal Requirement or Mandate	New or Existing ¹	Related Elements
Goal 1:	Build a multimodal network for Lacey that connects people walking, rolling, biking, accessing transit, and making regional connections.	1		New	
Policy 1.A:	Develop an interconnected grid of streets, bike lanes, and trails that meet established multimodal level of service (MMLOS) standards and guidelines and increase individual travel options and neighborhood connectivity while improving efficient use of the overall network.		Commerce Checklist – Transportation Element a. TRPC Checklist - RTP Policies 1.a and 6.b	Modified	

¹ In most cases, the Existing policy is not identical in language or organization as the original policy from the 2016 Comprehensive Plan/Transportation Element, therefore, Existing policies are those that mirror the 2016 concepts but may have been revised, enhanced, reframed, and/or incorporated with other concepts (new or existing).

Policy 1.B:	Set LTS 2 or better as a guideline for future projects and developments and develop a low stress (level of traffic stress (LTS) 2 or better) network for active transportation.		Commerce Checklist – Transportation Element a. TRPC Checklist - RTP Policies 1.a and 6.b	Modified	
Policy 1.C:	Proactively address congestion by following adopted City and State facility level of service (LOS) standards. For development impacts to identified Strategy Corridors, consider multimodal Complete Streets or adjacent street improvements to reduce impacts.		TRPC Checklist - RTP Policy 9.A	New	
Policy 1.D:	Continue to use Traffic Impact Analysis guidelines to ensure developers help reduce multimodal network gaps.			New	
Policy 1.E:	Encourage public transportation use within the City and support Intercity Transit's long-range plan.		TRPC Checklist - RTP Policies 1.a and 6.b	Modified	

Policy 1.F:	Work with local, regional, and state agencies to coordinate land use, transportation projects, and local plan efforts to ensure transportation facilities and programs function seamlessly across community borders including unincorporated Thurston County development impacts.		Commerce Checklist – Transportation Element I. TRPC Checklist - RTP Policies 17.a, 17.c, 17.d, and 17.f WAC 468-86-150(1)	Modified	
Policy 1.G:	Support regional efforts to maintain the marine terminal, ensure the long-term viability of passenger and freight rail services, and provide appropriate services to meet general aviation needs.			Modified	
Goal 2:	Prioritize safety and quality of life, especially for the most vulnerable users of the transportation network in Lacey.	2			Land Use

Policy 2.A:	Embrace a safe system approach to transportation, which comprehensively considers the transportation system: road users, safe vehicles, safe speeds, safe roadway designs, and post-crash care.		TRPC Checklist - RTP Policy 4.i	Modified	
Policy 2.B:	Review access management, particularly along key corridors that have a history of severe injury collisions. Where appropriate, invest in roadway improvements that manage access and improve safety.			Modified	
Policy 2.C:	In an effort to reduce serious injuries and fatalities in the network, develop and implement a Comprehensive Safety Action Plan.			New	
Policy 2.D:	Provide safe and convenient walking and biking routes to schools, seek alignment with regional and state efforts including Safe Routes to Schools, and ensure private developments align with			Modified	

	policies and guidelines for new facilities.				
Policy 2.E:	Provide multimodal transportation options that are accessible for people of all ages and abilities, connecting jobs, housing, and services.			Modified	
Policy 2.F:	Work to ensure transportation facilities comply with the Americans with Disabilities Act in accordance with Lacey's ADA Transition Plan, including addressing existing ADA deficiencies by following ADA Transition Plan guidance and prioritization.		Commerce Checklist – Transportation Element f. TRPC Checklist - RTP Policy 3.a	Modified	
Policy 2.G:	Use design standards that include traffic calming features as an integral part of the design of new developments and pedestrian crossings where appropriate.			Modified	

Goal 3:	Support affordable housing and urban development with appropriate transportation infrastructure.	3			Housing, Land Use
Policy 3.A:	Structure key transportation programs and facilities that accommodate development of affordable housing.		TRPC Checklist - RTP Policies 1.e, 6.a, and 18.c	New	Housing
Policy 3.B:	Provide transportation facilities that support the location of jobs, housing, industry, and other activities as identified in the land use and housing elements.		TRPC Checklist - RTP Policies 1.e, 6.a, and 18.c	Modified	Land Use, Housing, Economic Development
Policy 3.C:	Support active transportation investments to encourage healthy living and community interaction.		Commerce Checklist – Transportation Element g. TRPC Checklist - RTP Policies 1.e, 6.a, and 18.c	Modified	
Goal 4:	Prioritize sustainability and environmental conservation efforts.	4			Climate & Sustainability, Land Use, Housing

Policy 4.A:	Support national and state efforts to promote use of alternative fuels, vehicle electrification, EV charging stations, and other technologies that reduce pollution emissions and other environmental impacts from motorized vehicles to meet transportation-related greenhouse gas reduction targets called for in the Climate Change and Resiliency Element of the Comprehensive Plan.		Commerce Checklist – Greenhouse Gas (GHG) Emissions Reduction sub-element e-i. TRPC Checklist - RTP Policy 18.g	Modified	Climate
Policy 4.B:	Support transportation infrastructure that allows for compact, mixed-use development, reducing annual per capita vehicle miles traveled (VMT). Achieve a 50% reduction in annual per capita VMT by 2045.		Commerce Checklist – Greenhouse Gas (GHG) Emissions Reduction sub-element e-i. TRPC Checklist - RTP Policy 6.i	Modified	Climate
Policy 4.C:	Use transportation planning, design, and construction measures that minimize negative impacts on fish			Modified	Climate

	passage, their habitat, and other critical areas.				
Policy 4.D:	Promote private and public sector transportation demand management (TDM) programs and services as a means to limit or reduce vehicle trips. Strategies could include technology-based approaches, parking management, curb management, commute trip reduction strategies, transit and e-bike programs, and improved drop off/pick up strategies.		Commerce Checklist – Transportation Element h.	Modified	Climate
Policy 4.E:	Ensure federal Title VI requirements for environmental justice are met so that minority populations and people with low incomes do not incur disproportionately high and adverse human health or environmental impacts from		Commerce Checklist – Transportation Element e. TRPC Checklist - RTP Policy 20.e	Existing	Climate

	transportation policies, programs, and investments.				
Policy 4.F:	Prioritize reasonable emergency response access, add system redundancy, retrofit essential transportation facilities, and design for impacts associated with changing climate patterns and natural disasters to build resiliency.			Modified	Climate
Goal 5:	Maintain Lacey's identity, support amenities, and promote recreation.	5			Land Use, Housing, Economic Development
Policy 5.A:	Design and invest in transportation projects that reflect the goals of the people who live and work in Lacey which include maintaining community identity, placemaking, and			Modified	

	connecting people via active transportation to amenities and recreation.				
Policy 5.B:	Promote increased community understanding of the relationship between land use choices and transportation consequences facing Lacey. Encourage participation and involvement of regional users of the transportation system.		TRPC Checklist - RTP Policy 16.d	Modified	Land Use
Policy 5.C:	Promote the use of context-sensitive multimodal Complete Streets that encourage active transportation as an alternative to driving in Lacey. Prioritize primary transit routes, activity centers, districts with a pedestrian emphasis, and within walking distance of schools. Consider pedestrian amenities along these routes		TRPC Checklist - RTP Policy 9.a	Modified	

	such as street trees, art, lighting, and benches.				
Policy 5.D:	Continue to use Strategy Corridors to preserve an acceptable community scale and minimize transportation impacts on adjacent land uses. Incorporate multimodal strategies on sections of the transportation system where road widening and traffic control devices are not preferred options to address congestion along a corridor. Consider road diets where appropriate to provide comfortable, safe, and supportive public streetscapes for transit riders and active transportation users.		TRPC Checklist - RTP Policy 9.h	Modified	
Policy 5.E:	Support Thurston County's efforts to convert existing roadways in the urban			Existing	

	growth area from rural to urban standard.				
Goal 6:	Invest wisely in transportation infrastructure that supports economic growth and local businesses in Lacey.	6			Economic Development, Land Use
Policy 6.A:	Ensure investments are cost effective for both initial capital as well as ongoing operations and maintenance and equitable for all residents.			New	
Policy 6.B:	Promote policies and design standards that allow movement of goods to Lacey businesses and minimize congestion impacts on local streets caused by delivery trucks.			Modified	
Policy 6.C:	Address conflicts caused by the growth of freight movement into and out of industrial areas by implementing appropriate transportation infrastructure		-	Modified	

	and Travel Demand Management strategies.				
Policy 6.D:	Prioritize preventative maintenance programs, preservation, operation, and repair of the existing transportation system to minimize life-cycle costs and maintain a state of good repair. Create upfront lifecycle costs for future projects to help budget for maintenance and replacement needs.		TRPC Checklist - RTP Policy 20.b	Modified	
Policy 6.E:	Make strategic transportation investments that reinforce well-planned growth and redevelopment decisions.			Modified	
Policy 6.F:	Continue policies that require new development to pay for its share of impacts on the transportation system including multimodal			Modified	

	mitigations in addition to street capacity.				
Policy 6.G:	Finance transportation facilities within the City's financial capacity. Support funding at the state and federal level for local transportation projects. If funding is insufficient, adjust service standards, increase existing revenues if possible, and/or investigate the ability to adopt new revenue sources.		Commerce Checklist - Transportation Element i/k.	New	



LACEY CITY COUNCIL MEETING

May 20th, 2025

SUBJECT: Comprehensive Plan Series: Utilities Element

RECOMMENDATION: City Council will conduct a review and provide direction on draft goals and policies of the Utilities Element of the Comprehensive Plan

STAFF CONTACT: Rick Walk, City Manager *RW*
Vanessa Dolbee, Director of Community and Economic Development *VD*
Ryan Andrews, Community Planning Manager *RA*

ORIGINATED BY: Community & Economic Development Department

ATTACHMENTS: 1. Draft Utilities Element Goals and Policies
2. Previous Staff Reports in Series ([Linked](#))

FISCAL NOTE: None.

WORK PLAN GOAL AND STRATEGY: Coordinated and Collaborative Planning: Update the Comprehensive Plan and Review Development Regulations (B)

PRIOR REVIEW: This is the City Council's first briefing on the Utilities Element of the Comprehensive Plan. The Planning Commission reviewed the current draft on May 14th, 2025.

BACKGROUND:

The Growth Management Act (GMA) requires every city to review and update its Comprehensive Plan and associated development regulations at least once every ten years. As part of the City's 2025 Comprehensive Plan update, the Utilities Element (a required element under GMA) is being revised to reflect new requirements under state law beginning with revisions to the Element's goals and policies. Revisions to these goals and policies are based on requirements contained in the Growth Management Act, updated data, and an internal staff review. Ultimately, information gleaned from utility purveyors will need to be added to the Comprehensive Plan to support the goals and policies.

The Utilities Element is intended to focus on utilities provided by the City and also on non-municipal utilities that are supplied by the private sector including electrical, natural gas,

cable, and telecommunications services. Each City utility (water, wastewater, and stormwater) has a separate plan that guides the administration and design of these services. Additionally, these plans outline the various capital projects that support these utilities which ultimately populate the Capital Facilities Plan. These plans are intended to be supplemental to the Utilities Element which provides a basic summary of the City's programs.

How were draft goals and policies established and what must be addressed?

The requirements of the Growth Management Act and general collaboration across departments informed the development of draft goals and policies. Most of the goals and policies are existing from the 2016 Comprehensive Plan. The edits that have been made including removing some overlapping policies and have removed references to programs that have been completed or no longer are a priority (such as our water line leak detection program and regional water rights associated with the Olympia Brewery). However, one new requirement is connecting our Utilities Element to the new climate-related requirements of [HB 1181](#). This is particularly reflected in goal 9.

For the final Comprehensive Plan, information will need to include (using maps or other means) the general location, proposed location and capacity of all existing and proposed utilities, including telecommunications and also include information and contact information about all public entities, including special purpose districts that own utility systems.

NEXT STEPS:

At the May 20th meeting, staff will present draft goals and policies of the Utilities Element of the Comprehensive Plan update for review. Following this review, City staff will present these drafts to the City Council as well and refine based on feedback received. The draft goals and policies will undergo additional public review as part of the release of the Draft Comprehensive Plan Update, scheduled for early summer.

This public review will primarily take place on the [2025 Comprehensive Plan Website](#), with additional opportunities for public engagement at community hosted events.

Goal/Policy Signpost	Goal/Policy Text	Community Priority	Legal Requirement or Mandate	New or Existing	Related Elements
GOAL 1:	Ensure that water, sewer, reclaimed water, and stormwater utility services are adequately provided through planning that considers growth demand, the environment, and asset management.	2		Existing	Land Use
Policy 1.A:	Analyze all proposed developments for anticipated impact on utilities and services.				
GOAL 2:	Protect ground and surface water resources to maintain adequate supplies of clean drinking water and to maintain beneficial uses of surface waters.	2		Existing	Land Use
Policy 2.A:	Protect the City's wellhead protection areas from contamination so that additional treatment is not required.				
Policy 2.B:	Protect City's water supplies, lakes, and Puget Sound by encouraging existing septic systems to connect to sewer when available.				
Policy 2.C:	Support strategies for the extension of the wastewater collection system into areas not currently served in the City and UGA.				

Goal/Policy Signpost	Goal/Policy Text	Community Priority	Legal Requirement or Mandate	New or Existing	Related Elements
Policy 2.D:	Protect groundwater and ensure that projects meet or exceed the most current stormwater requirements.				
Policy 2.E:	Control runoff from new development, redevelopment, and construction sites through plan review and enforcement coordination, documentation, and tracking.				
Policy 2.F:	Use reclaimed water to recharge aquifers, enhance stream flows, and preserve groundwater for potable use.				
GOAL 3:	Coordinate utility and land use plans so that utility services can be provided and maintained for anticipated future land uses.	2, 5		Existing	Land Use
Policy 3.A:	Consider resources necessary to serve urban development needs at the earliest possible stages of planning for development.				
Policy 3.B:	Cooperate in the planning of multi-jurisdictional agreements and improvements.				

Goal/Policy Signpost	Goal/Policy Text	Community Priority	Legal Requirement or Mandate	New or Existing	Related Elements
Policy 3.C:	Continue to encourage coordination and cooperation between the City and the various private utilities.				
Policy 3.D:	Coordinate with utilities to share information regarding development plans, population growth projections, and other information relative to growth and the accompanying demand for services for the development and implementation of capital improvement programs and area plans.				
Policy 3.E:	Incorporate input from utilities in developing ordinances or resolutions that may impact utility services.				
GOAL 4:	Designate utility corridors.	2		Existing	Land Use Transportation
Policy 4.A:	Coordinate with the utilities to designate utility corridors to be located in public rights-of-way where feasible.				
GOAL 5:	Require joint trenching of utility corridors and facilities consistent with prudent utility practice.	2		Existing	Land Use Transportation

Goal/Policy Signpost	Goal/Policy Text	Community Priority	Legal Requirement or Mandate	New or Existing	Related Elements
Policy 5.A:	Coordinate with the utilities with timely and pertinent information necessary to plan for joint trenching, including plats, LID's, and road construction projects.				
GOAL 6:	Require compatibility of utility development with existing and planned land uses.	2, 4, 5		Existing	Land Use
Policy 6.A:	Require screening with native and/or drought-tolerant vegetation and/or architecturally compatible integration of all new above-ground utility facilities.				
Policy 6.B:	Review and update siting and design standards for wireless communication facilities that aim to integrate such facilities into the surrounding environment and limit negative aesthetic impacts.				
GOAL 7:	Encourage public participation during planning for siting of utilities.	2		Existing	
Policy 7.A:	Provide for community input on the siting of proposed utility facilities.				
GOAL 8:	Regulate vegetation management by utilities.	2, 4, 5		Existing	Climate

Goal/Policy Signpost	Goal/Policy Text	Community Priority	Legal Requirement or Mandate	New or Existing	Related Elements
Policy 8.A:	Enforce regulations that, except in an emergency situation, require approval from the City prior to spraying, trimming, or removing vegetation within the public right-of-way and prior to vegetation removal on private property. After approval and prior to the work being done, notify affected property owners and neighbors.				
Policy 8.B:	Enforce regulations that require trimming and vegetation removal be performed in an environmentally sensitive and aesthetically acceptable manner and according to professional arboricultural specifications and standards.				
Policy 8.C:	Implement requirements for trees planted under power lines by planting appropriate species that will not grow to interfere with the lines, or become potential hazard trees to the lines because of size.				
GOAL 9:	Increase the efficiency of water and wastewater infrastructure.	2 & 4	HB 1181	New	Climate

Goal/Policy Signpost	Goal/Policy Text	Community Priority	Legal Requirement or Mandate	New or Existing	Related Elements
Policy 9.A:	Conduct efficiency improvements to municipal water and sewage treatment systems. Prioritize replacement of components that consume the most energy and have high greenhouse gas emissions.				
Policy 9.B:	Encourage conservation of energy in City utility facilities.				
GOAL 10:	Encourage provisions for land resources for utilities.	2		Existing	Land Use
Policy 10.A:	Where possible accommodate land resources for electrical substations and improvements like treatment and pumping facilities within the developments that necessitate the utility improvements.				
Policy 10.B:	Coordinate regionally to develop regulations for battery energy storage locations that carefully consider appropriate areas for siting of facilities.			New	

Community Priorities – Key

Create connected neighborhoods where people can walk and bike easily	1
Establish City services and infrastructure that promote public health and safety	2

Develop spaces for a diversity of housing types and income levels that enhances our built environment	3
Preserve our natural resources and focus on environmentally sustainable practices	4
Build a compelling community identity with family-friendly parks, amenities and diverse activity centers	5
Promote economic vitality and support commercial areas so local businesses can thrive	6