



City of SeaTac
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Commuter Trip Reduction Plan 2024-2029

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

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INTRODUCTION

The State Commute Trip Reduction (CTR) Law affects worksites with 100 or more full-time employees who begin their shift between 6:00 and 9:00 a.m. on weekdays within the nine most populous counties in the state.

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

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

EXISTING CONDITIONS

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

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

Incorporated in February 1990, the City of SeaTac is located between the cities of Seattle and Tacoma in the State of Washington. The City has a resident population of about 32,000. SeaTac is a vibrant community, economically strong, environmentally sensitive, and people oriented. The City's 10 square miles surround **Seattle-Tacoma International Airport (SEA)**, which is owned and operated by the Port of Seattle.

SeaTac is accessed by several major highway systems including International Blvd (State Route 99), State Route 518, State Route 509, and Interstate 5. State Route 518 a major east-west corridor, connecting Burien to the west and Interstate 5 and Interstate 405 (I-405) in Tukwila to the east. State Route 509 and Interstate 5 provides access to SeaTac from the north and south. The North Airport Expressway (NAE) is a short north-south limited access freeway that provides access directly to SEA.

These routes experience traffic congestion regularly. Traffic incidents occurring along these routes greatly impact transportation conditions for people traveling within the City and connecting communities. The Urban Center encompasses the commercial and business zones along the International Blvd (State Route 99) corridor, which is served by three light rail stations. Outside of the Urban Center, land uses are typically residential. Industrial land use is concentrated in three areas, one of which is located inside the Urban Center and two that are outside.

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

Seattle-Tacoma International Airport (SEA) is the largest single generator of traffic and freight movement in the City of SeaTac. As the regional hub for the Puget Sound, Sea-Tac International Airport served approximately 51 million passengers in 2023 (slightly less than in 2019) according to SEA Airport Statistics. Air travel has rebounded following a decline due to the COVID-19 pandemic. Although many air travelers arrive at Sea-Tac by car, the airport is served by a Sound Transit light rail station as well as several bus routes. King County Metro currently operates six bus routes that travel

through SeaTac, including two RapidRide Lines. A park and ride facility operated by Sound Transit is located at the Angle Lake and Tukwila International Boulevard stations. The lot is available for day use and has 1,160 and 600 available parking spaces, respectively. The Airport Station does not provide parking but has a drop-off area available.

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

Today, most trips in SeaTac are taken by automobile, including driving alone and riding as a passenger. SeaTac residents mostly commute to work via private automobile (about 76% of daily work trips), while walking and transit account for about 13% of daily work trips. Transit trips have double the travel times (43 minutes) and nearly double the trip length (10 miles) when compared to the private automobile (20 minutes and 6.4 miles respectively).

With more aggressive mixed-use and village focused development, transit and walking's share of work trips will increase slightly from about 12% to 16% for SeaTac residents in the future.

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

Continuous sub-area planning and development review with transit service providers will establish important connections to employers with regional mass transit options. Development proposals are required to build sidewalks and roadway improvements unless there is a reasonable exception. In the future, growth centers surrounding the Light Rail stations will focus on transit-oriented enhancements with dense housing land use and multimodal connections. The pedestrian network will be developed through public projects and private development frontage improvements, designed to King County Road Standards as amended by the City of SeaTac

The two most consequential expansions of the roadway network that have been planned or programmed as projects in the PSRC Regional Transportation Plan include the SR 509 Completion Project and the Port of Seattle sponsored Airport South Access Expressway (SAE).

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

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

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

BENEFITS OF CTR

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

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

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

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

City of SeaTac's environmental objectives include:

- Preserving and sustaining water quality and the natural environment.
- Improving air quality through reduction in greenhouse gas emissions using Travel Demand Management and reductions in Vehicle-Miles-Traveled
- Reduce vehicle greenhouse gas emissions by increasing use of electric vehicles and developing more robust bicycle and pedestrian infrastructure

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

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

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

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

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

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

The City's CTR program is designed to meet the following Regional and State plan goals and objectives:

Puget Sound Regional Transportation Plan:

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

Objectives:

- Enhance regional mobility
- Movement of people and goods

- Improve air and water quality.
- Achieve greenhouse gas emission reduction goals.
- Strengthen the region's economy.
- Advance equity and safety.
- Invest in neighborhoods.
- Foster innovation.
- Expanding transit and travel choices.
- Facilitate enhancements to the HOV System.

State CTR Plan Objectives:

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

Summary of Benefits:

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

b. List adjacent CTR-affected cities and counties.

- City of Des Moines
- City of Tukwila
- City of Kent
- City of Burien
- City of Normandy Park

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

Population Growth: The City of SeaTac is expected to add 5,900 housing units, and 14,810 jobs by 2044 and will continue to focus growth in its Urban Center to meet state and regional growth planning mandates. In addition to growth concentrated in Urban Villages within the Urban Center, land use will also be intensified in Neighborhood Villages outside of the Urban Center.

SEA Airport Expansion: The second terminal expansion of the SEA and other near-term projects as identified in the Port of Seattle's Sustainable Master Plan, are scheduled to be completed or under construction by 2032. In addition to the regional population growth, SEA will attract a forecasted 50 million new passengers annually. The City plans to expand multimodal infrastructure improvements, make transit-oriented-development a major policy, and implement some key highway projects and extensions.

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

Early morning commuters to SEA: Currently, a significant number of badged employees that work in or around the airport, travel into SeaTac from South King County and Pierce County. They often have shifts that start between 3:00am-4:00am, when no transit or rail service exists. The port is exploring the idea of having their own bus service that could help these employees with their early morning commutes. King County Metro has proposed service improvements to Route 156, which is expected to be implemented in 2026.

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

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

Regional Mobility Grant: The City of Tukwila partners with Tukwila-based SEA employees to provide commuting options through a program called SKC Trips, which helps incentivize non-drive alone modes. At quarterly ETC meetings, employers will be notified of opportunities to develop a Regional Mobility Grant application for the Spring 2026 cycle.

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

PERFORMANCE TARGETS

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

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

Performance targets will be tied to the CTR survey.

b. List any additional numeric performance targets

None.

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

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

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

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

a. Provide the source for each base value listed.

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

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

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

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

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

a. List all your CTR-affected sites

- City of SeaTac
- Alaska Airlines
- HMS Host
- Lynden, Inc.
- MacDonald-Miller
- Port of Seattle
- Federal Bureau of Prisons

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

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

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

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

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

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

SERVICES AND STRATEGIES

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

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

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

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

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

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

a. Describe how you'll address these barriers.

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

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

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

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

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

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

16. Transcribe or link to your local CTR ordinance.

<https://www.codepublishing.com/WA/SeaTac/html/SeaTac11/SeaTac1130.html>

FINANCIAL PLAN

17. Describe your financial plan.

a. Describe the estimated average annual costs of your plan.	
Activity	Estimated average annual cost
Employer engagement	\$25,000
Commute Trip Reduction 4-year plan	\$5,000
Performance reporting	\$12,000
Administration	\$20,000
Total	\$62,000

b. Describe likely funding sources, public and private, to implement your plan.	
Source of Revenue	Estimated average annual revenue
WSDOT	\$52,000
City Funding	\$10,000
Total	\$62,000

18. Describe your implementation structure.

<p>a. Describe who will conduct the activities listed in your plan.</p> <p>The City of SeaTac has contracted with the City of Federal way to staff an employee to develop, implement, and administer the City's CTR plan.</p> <p>b. Indicate who will monitor progress on your plan. List job title, department, and name.</p> <p>Jon Howard, Transportation Planner, is designated as the CTR Program Coordinator for the City of SeaTac.</p>
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19. List your implementation schedule.

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

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

20. Describe the CTR plan for jurisdiction employees.

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

Jon Howard, the CTR Program Coordinator for the City of Federal Way, also serves as the coordinator for the City of SeaTac.

Jon administers the program elements required of the employer including:

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

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

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

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

ALIGNMENT WITH TRANSIT PLANS

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

- King County Metro
- Sound Transit

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

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

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

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

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

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

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

Technology: Staff will ensure ETC's are equipped with the latest online and mobile tools to access and understand their commute options. A specific focus on Rideshareonline.com will be made to encourage more usage. As the sharing economy becomes more ubiquitous, staff will encourage the

usage of shared mobility options as they become available and when safe infrastructure is built to support them.

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

An update to the City's Comprehensive Plan and Transportation Master Plan are currently in the process of being reviewed for adoption.

STAKEHOLDER ENGAGEMENT

26. Describe stakeholder engagement.

a. Who did you talk to? ETC's were asked to complete an online survey in February 2024, and asked the following questions:

1. *Optional: What is your email address?*
2. *What employer do you represent?*
3. *What marketing strategies have worked the best in informing the employees about commute options and benefits available for them?*
4. *Is there anything your jurisdiction can supplement you with that will help boost the CTR program at your worksite?*
5. *Do you employ people in vulnerable populations (i.e. Black, Indigenous, and people of color (BIPOC), immigrant communities, and people with intellectual, developmental, and physical disabilities.) at your worksite? If yes, which vulnerable populations do you employ? What do you know about their commute patterns?*
6. *Has your CTR program benefitted in reaching your organization's environmental goals? If so, describe related performance measurements.*
7. *Please share any suggestions to make CTR more effective in our jurisdiction.*

27. Describe vulnerable populations considered.

The intent of the survey was for ETC's to gain feedback from their employees who identify as Black, Indigenous, or people of color (BIPOC), immigrants, or people with intellectual, developmental, and physical disabilities.

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

The current design of CTR is to meet Clean Air Act, Transportation, and Land Use Planning initiatives. This does not preclude Environmental Justice efforts, but jurisdictions and ETC's are continually being asked to do more with less.

28. Describe engagement focused on vulnerable populations.

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

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

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

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

The City of SeaTac is undertaking a major update to its Comprehensive Plan to address new City priorities and state and regional growth management guidance identified since the last periodic update in 2015. The project will re-set SeaTac's twenty-year growth and development policies for the years 2024 to 2044. After almost two years of analysis, data gathering, and community input, the Public Review Drafts of proposed changes to the City's growth and development policies and codes are undergoing public review.

Over 100 people attended three community meetings in August in the north, central, and south ends of the city and provided feedback on proposed changes to SeaTac's Comprehensive Plan, Transportation Master Plan, proposed citywide rezones, and other City initiatives. 251 people who took the City Vision Poll and shared their ideas and priorities for how the City should grow in the future. As part of the update to the Transportation Master Plan, the City received 135 responses to a transportation-focused questionnaire.

The 2018 base year for the SeaCast model was used to estimate average trip lengths and trip durations for different trip purposes and by different population categories (low-income, transit dependent, and all-resident). The model showed no significant differences in trip lengths or trip durations for commuters who are low-income or transit-dependent when compared to all SeaTac residents on average. This indicates a high level of transportation equity.