WSDOT 2013-2024
Accomplishments, challenges and opportunities

ROGER MILLAR, SECRETARY OF TRANSPORTATION

SENATE TRANSPORTATION COMMITTEE
Jan. 15, 2024

RCW 47.04.280
Transportation system policy goals

- **Preservation***:* To maintain, preserve, and extend the life and utility of prior investments in transportation systems and services, including the state ferry system;
- **Safety***:* To provide for and improve the safety and security of transportation customers and the transportation system;
- **Stewardship:** To continuously improve the quality, effectiveness, resilience, and efficiency of the transportation system;
- **Mobility:** To improve the predictable movement of goods and people throughout Washington state, including congestion relief and improved freight mobility;
- **Economic vitality:** To promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to ensure a prosperous economy; and
- **Environment:** To enhance Washington's quality of life through transportation investments that promote energy conservation, enhance healthy communities, and protect the environment.

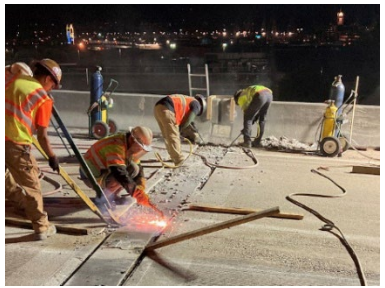
Section 2 of the RCW lists **Preservation** and **Safety** as priorities among the policy goals

Preservation

With your help, we've done a lot:

- **I-90 Snoqualmie Pass East:** new lanes, avalanche bridges and wildlife overcrossing
- **I-90 Vantage Bridge:** painting in 2016; new bridge deck in 2024
- **Interstate Bridge Replacement Program:** Restarted work; received *historic $600 million USDOT grant*
- **Revive I-5:** rehabilitating 60-year-old Seattle-area freeway
- **Amtrak Cascade Capital Program & fleet replacement**
- **Keller Ferry:** replaced in 2013
- **PCC Rail System:** $78 million in federal funds
- **Winona Trestle:** replaced in two months after fire
- **Land mobile radio** system replaced







Ferries Preservation

- **Four Olympic class replacement ferries:** *Tokitae* in 2014, *Samish* in 2015, *Chimacum* in 2017 and *Suquamish* in 2018
- **Ferry terminals**
  - Colman Dock rebuild completed in 2023
  - Bainbridge Island – new pedestrian loading structure complete in 2024
  - Anacortes renovated in 2023
  - Mukilteo – rebuild completed in 2020
  - Orcas Island terminal – renovated in 2017
- **Ferries 2040 Long Range Plan**, January 2019



Tokitae dedication 2014



Colman Dock dedication 2023

Safety

Alaskan Way Viaduct Program

- World's largest bored tunnel beneath downtown Seattle; removed seismically vulnerable SR 99 viaduct

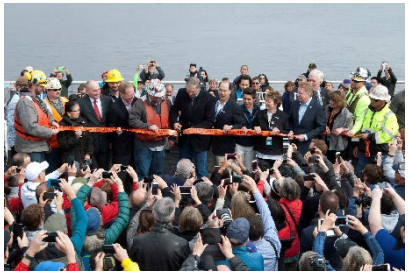
SR 520 Program

- Replaced world's longest floating bridge, rebuilding seismically resilient corridor between I-405 and I-5

Incident Response Team (since 2013)

- Responded to 549,957 incidents
- Provided an estimated $932 million in economic benefit by reducing the effects of incidents
- Every $1 spent on the program provides drivers $15.93 in economic benefit (average)







Safety enhancements

Roundabouts

Long-term, roundabouts save $5,000 to $10,000 in annual costs compared to traffic signals.

Safety benefits:

- 37% reduction in overall collisions
- 75% reduction in injury collisions
- 90% reduction in fatality collisions
- 40% reduction in pedestrian collisions



J-turns in North Spokane County

- Significant community engagement and selection of the option.
- Reduces the number of conflict points at the open median intersection, increasing safety.



Safety – Low-cost enhancement projects

Small, low-cost — usually less than $100,000 — projects that address emerging crash trends or mobility issues and can be *quickly* implemented.

SR 9 and SR 530 (W Burke Avenue) intersection in Arlington - $8,444

- Narrowed lanes to 10 feet to calm traffic and speeds
- Slower speeds are better for all users
- Added a 2-foot buffer to reduce likelihood of crossover crashes

SR 14 left turn signs & lanes in Skamania/Klickitat counties - $27,340

- Signs provide advanced warning to slow for turning vehicles
- Reduces rear-end crashes
- Sight lines improved; passing zone closed to improve turning safety
- Scoping completed to add designated left turn lanes as funding allows

SR 97A ADA & pedestrian crossing upgrades in Chelan - $102,747

- Established a designated crossing point
- Reduced ambiguity for both pedestrians and motorists at increasingly popular crossing site
- ADA-compliant ramp further improved accessibility for all pedestrians,

Safety

Work zone speed cameras coming in 2024

- Improves safety for our crews, contractors and travelers
- Thank you for supporting the legislation!



Virtual Coordination Center

- Cloud-based multi-agency congestion management platform
  - Shared situational awareness
  - Collaborative planning & response
- Pilot program with federal, cash and in-kind public and private sector matches
- Now a legislatively funded permanent WSDOT program

Snow and ice passes response (10 years)

- Snoqualmie - 3,589 inches of snowfall plowed; 110 avalanche control missions
- Stevens - 5,900 inches of snow plowed; 300+ avalanche control missions
- White - 2,500 inches of snowfall plowed; *(avalanche control missions not part of regular pass work)*

Staff specific safety improvements

Employee Safety Executive Order sets safety expectation; allows any worker to stop work due to safety concern.

Since 2013

- 28.4% reduction in OSHA recordable injuries (WSDOT and WSF)
- 50% reduction in hearing loss claims (WSDOT and WSF)

Safety - Emergency response

10-year Maintenance emergency response - $44.4 million

- State funds: $29.2 million
- Federal funds: $15.2 million

10-year Maintenance third-party damage - $155.5 million

- State funds: $155.3 million
- Federal funds: $293,000







Safety - Significant events & responses

- May 23, 2013 – **Skagit River Bridge**
- March 22, 2014 – **Oso landslide**
- July-August 2014 – **Carlton Complex fire** (SR 20 and 153)
- Dec. 18, 2017 – **Amtrak Cascades train derailment**
- March 2020 – **COVID 19 pandemic begins**
- Sept. 7, 2020 – **Labor Day dust/fire storm**
- January 2022 – **Multiple winter storm pass closures**
- September 2022 – **Bolt Creek Fire** (US 2)
- May 14, 2023 **– Mount St. Helens/SR 504 Landslide**
- August-October 2023 **– Winona railroad trestle fire and replacement**

Not a comprehensive list









Safety – Crew rescues 2013-2023

Ferries – More than 950 life-saving events.

Hood Canal Bridge – 12 people rescued from water; one emergency aid to multi-vehicle crash

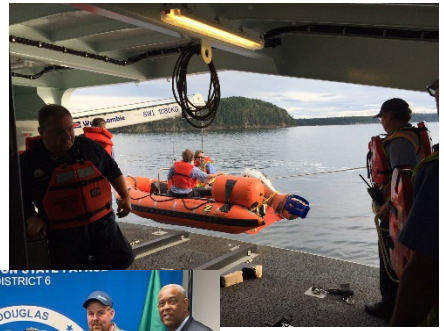
Maintenance crew rescues – Dozens of known rescues, medical aid or assistance in crash scenes since 2013 including:

- Finding and rescuing drivers who had gone off the roadway and were trapped in vehicles for hours/days.
- Pulling a driver from a burning car moments before it exploded.
- WSDOT CPR training has saved several motorists/residents on and off the roads.

Missing planes Air Search and Rescue (coordinated out of WSDOT Emergency Management and Aviation divisions)

- **26 full missions** and **17 people rescued**.

Not a comprehensive list







Stewardship - COVID-19

- Kept ferries and Amtrak Cascades trains running for essential workers
- Increased cleaning to keep rest areas open for freight haulers and travelers
- Suspended most active construction projects; then worked with state leaders to safely restart while protecting workers
- Safety protocols to keep staff safe no matter their workplace
- Developed new technology and new ways of doing things (telework, etc.)
- Promoted Safe, Healthy and Active Streets during shutdowns





Agency reorganization and streamlining

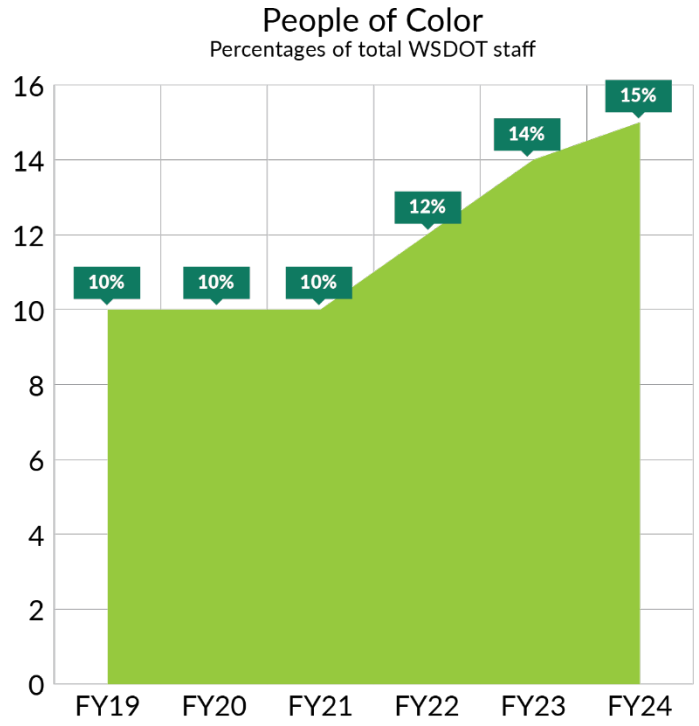
Agency reorganization creating more efficiency and focus:

- **Urban Mobility, Access and Megaprograms group –** King, Pierce and Snohomish counties
- **Office of Equity and Civil Rights** – reflects expanded scope and authority
- **Regions** – moved under Assistant Secretary for Regions/Principal Engineer position to receive more focus
- **Multimodal Development and Delivery (M2D2) –** created to better align project development and delivery, operations, maintenance and the modes
- **Active Transportation Division** – planning for walk/bike safety, connectivity and equity; creating Complete Streets that work for everyone; applying the Safe System approach
- **Technology Services Division** – reflects evolving nature of IT, ITS and OT technologies while streamlining governance, support and cybersecurity for all WSDOT technology systems

Stewardship - Staff diversity

- Greater emphasis on Diversity, Equity and Inclusion
- Competitive recruitments
- Scrutinizing qualification requirements
- Increased outreach
- Virtual interviews
- More diverse interview panels
- Culture of Belonging

These efforts improve both recruitment *and* retention of existing staff.



Stewardship - Equity in contracts

DBE Federal Payments for FFY23

(Oct. 1, 2022, through Sept. 30, 2023) by demographic:

- 19% in total or $111 million
  - 7% Non-Minority Women
  - 4.8% Hispanic American
  - 3.9% Asian American
  - 1.5% Native American
  - 1.2% African American
  - 0.5% other minority

State Participation SFY23

(July 1, 2022, through June 30, 2023) by demographic:

- 10.7% or $72 million in total minority and women's business enterprise participation *[separate and distinct from the DBE numbers]*
  - 3.7% Non-Minority Women
  - 3.2% Hispanic American
  - 2.5% Asian American
  - 0.4% Native American
  - 0.7% African American
  - 0.2% other minority

Mobility and Economic Vitality

- **Tacoma HOV Program** – Completed the final six projects of 20-year program in 2022
- **US 12 Nine Mile Hill to Frenchtown** – Constructed a new section of US 12 with a four-lane span of highway in 2023
- **I-405/SR 167 Program** – Delivered 5 multimodal projects with over $700 million in corridor investments to the traveling public on time and on budget
- **North Spokane Corridor, Spokane** – Opened latest section in fall 2023; on track to complete work by 2030
- **Ferries Vehicle Reservation Program** – Expanded to the San Juan Islands
- **Gateway Program –** Part of Connecting Washington, the program combines the SR 509 and SR 167 completion projects under one megaprogram to provide efficient new access from the manufacturing and industrial centers
- **Truck Parking Improvements –** Working to ensure better access to safe and reliable commercial truck parking options throughout the state
- **Highway System Plan** – Blueprint for preserving, maintaining, improving and operating interstates, U.S. routes and state routes in a multimodal system

Mobility and Economic Vitality

Local Programs

- Work with counties/cities enabled $3.1 billion in federal and state investment since 2013 for projects in communities across the state

Toll Division improvements

- Three new toll facilities – 520 bridge, I-405 express toll lanes and SR 99 tunnel
- Good to Go! program – more than 1.5 million active accounts
- Back-office system upgrades July 2021

Active Transportation Division

- Washington State Active Transportation Plan and needs assessment finalized 2021
- Leading implementation of Complete Streets program
- Significantly expanded safety and connectivity grants

Passenger Rail improvements

Amtrak Cascades

- Delivered more than 20 federally funded projects – $800 million – making PNW train travel more reliable, frequent and resilient
- New locomotives added; new trainsets on order
- Two additional Seattle to Portland round trips added in December 2023 for a total of 12 daily trains
- Developing new 20-year plan for corridor capital investments focused on more daily service, high reliability and reduced travel times

Ultra High-Speed Ground Transportation

- Three high-speed rail studies with Oregon, British Columbia and private sector
- Three governments signed MOU for high-speed rail in Cascadia megaregion
- Created Cascadia High-Speed Rail and I-5 Program

Mobility and Economic Vitality

Washington is a national leader in Transportation Systems Management and Operations

Getting more out of what we have



A cost-effective, practical decision-making tool that prioritizes the safety, operations and reliability of the transportation system to meet existing and future multimodal needs.

For more information:
National Operations Center for Excellence: https://transportationops.org/
WSDOT TSMO: https://tsmowa.org/

Environment - Decarbonization

Transportation Carbon Reduction Strategy – A roadmap to achieving Washington's transportation sector carbon reduction goals through moving people and goods more efficiently and equitably and reducing the carbon intensity of transportation

Ferries Electrification Program

- Build 16 hybrid vessels - WSF working on seeking/selecting builders
- Retrofit 6 diesel vessels to hybrid; work on the *Wenatchee* underway, re-entering service in 2024
- Retire 13 diesel vessels
- Electrify 16 terminals - Planning work underway with several utility partners
- Estimated reductions of 53% greenhouse gas emissions (CO2e) by 2030, and 76% by 2040

Local transit fleets – Working with transit agencies to promote and support fleet electrification

EV Charging Program – Helped create the West Coast Electric Highway with OR and CA

- WA named **most EV-friendly state** by *The Fabricator* based on ratio of 8 public chargers for every registered electric car

Port electrification – Administering $26.5M in grants for ports that require docked vessels to use shore power if available

LED street light conversion – Replacing High Pressure Sodium with Light Emitting Diode lights; reduces electricity costs/provides a brighter light

Converted Amtrak Cascades fleet – Eight new locomotives meet EPA's strictest emission standards, reducing emissions by 86%.

Climate Commitment Act

FUNDED BY WASHINGTON'S CLIMATE COMMITMENT ACT

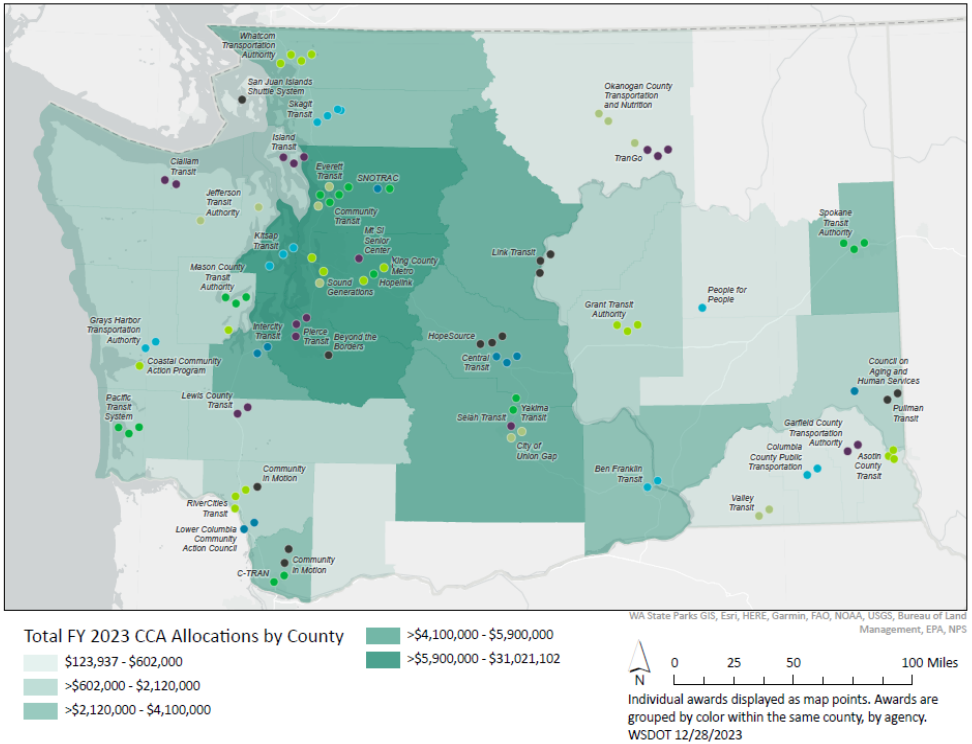
Where did we use CCA funds?

- **Washington State Ferries – part of overall ferry electrification program**
  - Convert three existing vessels to hybrid electric power
  - Construct up to five new hybrid electric vessels
  - Provide infrastructure for vessel charging system at five ferry terminals
- **Innovative Partnerships/Alternative Fuel & Electrification**
  - Zero Emission Vehicle Infrastructure Partnerships (ZEVIP)
  - Zero emission Access Program (ZAP)
  - Medium- and Heavy-duty Vehicle Infrastructure and Incentives
- **Rail, Freight, & Ports**:
  - Port electrification competitive grants for zero-emission initiatives for marine vessels, locomotives and port drayage vehicles
  - Specific funds for NW Seaport Alliance, ports of Bremerton and Anacortes and Tacoma Rail

CCA Public Transportation

FUNDED BY WASHINGTON'S CLIMATE COMMITMENT ACT

WSDOT Public Transportation Climate Commitment Act Allocations - FY 2023



CCA-funded Public Transportation grants

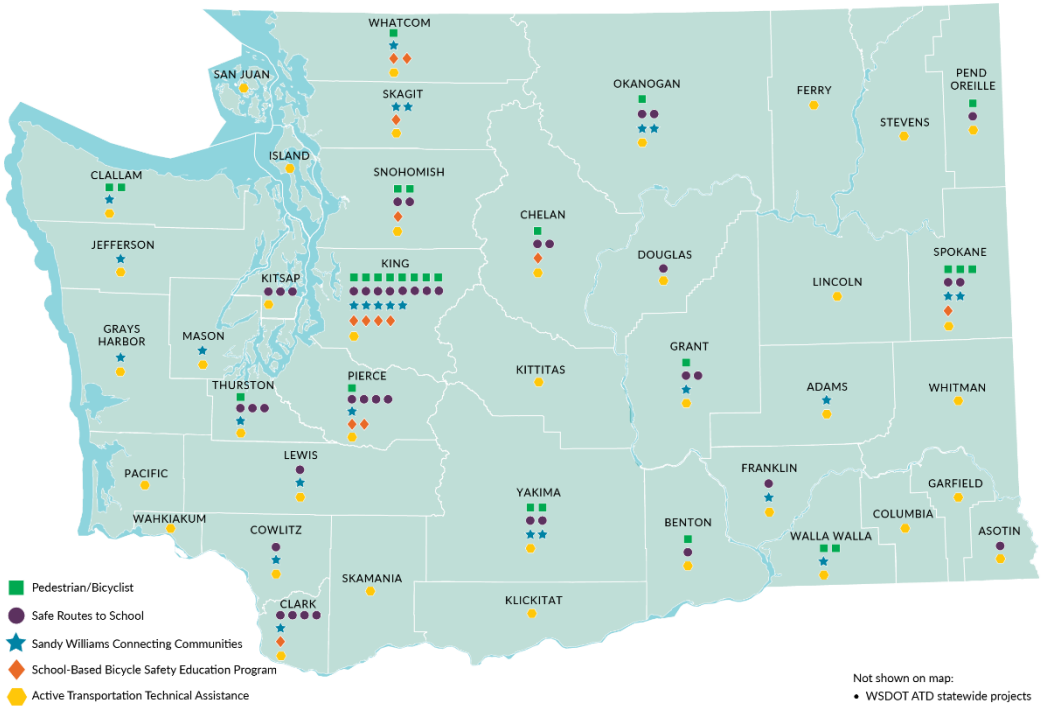
$406.3M in transit grants statewide

Grant recipients in the 2023–25 biennium include:

- 32 transit agencies
- 30 community transportation providers
- 8 tribes
- 3 rural intercity service providers
- 7 metropolitan planning organizations/regional transportation planning organizations
- 1 educational service district
- 24 local governments

CCA Active Transportation

FUNDED BY WASHINGTON'S CLIMATE COMMITMENT ACT



$115M in grants/funding for 2023-25

CCA Active Transportation funds support two primary types of programs:

- **Creating more places to walk, roll and ride safely:** Safe Routes to School, Pedestrian/Bicyclist Program, Sandy Williams Connecting Communities Program
- **Getting more people riding with skills and equipment:** School-Based Bicycle Safety Education, E-Bike Rebates and Lending Libraries

Safety improvements are a top priority for all infrastructure grant programs.

WSDOT has a national/international reputation for excellence

National Recognition

- SR 520 Floating Bridge replacement – 2017 Grand Conceptor Award, American Council of Engineering Companies.
- Alaskan Way Viaduct – 2019 Grand Conceptor Award, ACEC
- SR 99 Tunnel – Grand Prize, 2020 America's Transportation Awards.
- Active Transportation Plan – 2022 People's Choice Award, America's Transportation Awards.

- Numerous other national and regional recognitions
- Agency staff have leadership roles on multiple national and international organizations, helping shape the future of transportation





Challenges and opportunities

RCW 47.01.078
Transportation system policy goals—Duties

To support achievement of the policy goals described in RCW 47.04.280, the department shall:

- Maintain an inventory of the condition of structures and corridors in most urgent need of retrofit or rehabilitation
- Develop long-term financing tools that reliably provide ongoing maintenance and preservation of the transportation infrastructure
- Balance system safety and convenience through all phases of a project to accommodate all users of the transportation system to safely, reliably, and efficiently provide mobility to people and goods
- Develop strategies to gradually reduce the per capita vehicle miles traveled based on consideration of a range of reduction methods
- Consider efficiency tools, including high occupancy vehicle and high occupancy toll lanes, corridor-specific and systemwide pricing strategies, active traffic management, commute trip reduction, and other demand management tools
- Promote integrated multimodal planning
- Consider engineers and architects to design environmentally sustainable, context-sensitive transportation systems

Challenges and opportunities

Preservation and Maintenance

Investments needed for a State of Good Repair 2024

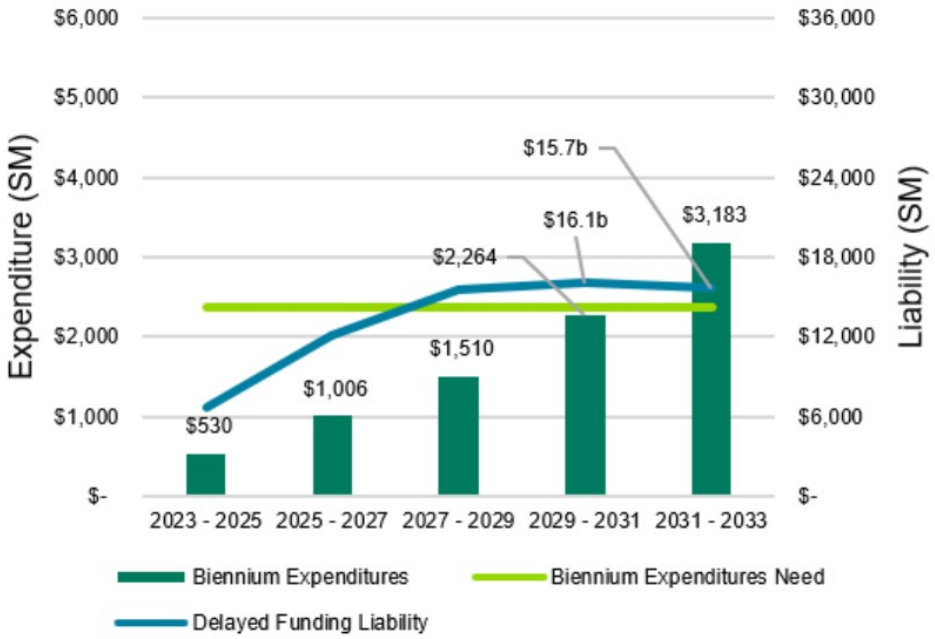
Asset Category	Replacement Value	Average Annual Need	Current budget annual average spending	Average annual funding shortfall
Highways (includes delivering Complete Streets with preservation funds)	$148 billion	$1.52 billion	$495 million	**$1.02 billion**
Multimodal (i.e. Aviation, Public Transportation, Rail)	$1 billion	$140 million	$60 million	**$80 million**
Intra-Agency (i.e. IT, Facilities, Fleet, Real Estate)	$84 billion	$220 million	$90 million	**$130 million**
Ferries	$6 billion	$610 million	$330 million	**$280 million**
TOTAL	**$239 billion**	**$2.49 billion**	**$975 million**	**$1.51 billion**

Notes: Figures rounded to the nearest $5M of $1B
State of Good Repair funding need is Preservation and Maintenance funding numbers combined.
It is assumed that approximately 50% of the additional Highways Preservation dollars provided by Move Ahead Washington, excluding the funding provided for Highway Maintenance, will be needed to implement the Complete Streets proposal in conjunction with those projects.
The funding numbers above (excluding Replacement Value) represent 10-year annual averages.

Highways: Possible solution 1

Quick ramp up to adequate funding (100% in 19 years)

In 19 years, all state highways could be preserved and functional, though some deteriorate in the meantime. Peak expenditures in out-years at $6.5 B per biennium.



First 10 Years
$0.5 - $3.2 B
Spent per Biennium

$8.5 B
Total Spent over 10 years

$16.1 B
Peak Liability

$15.7 B
Liability in 2033

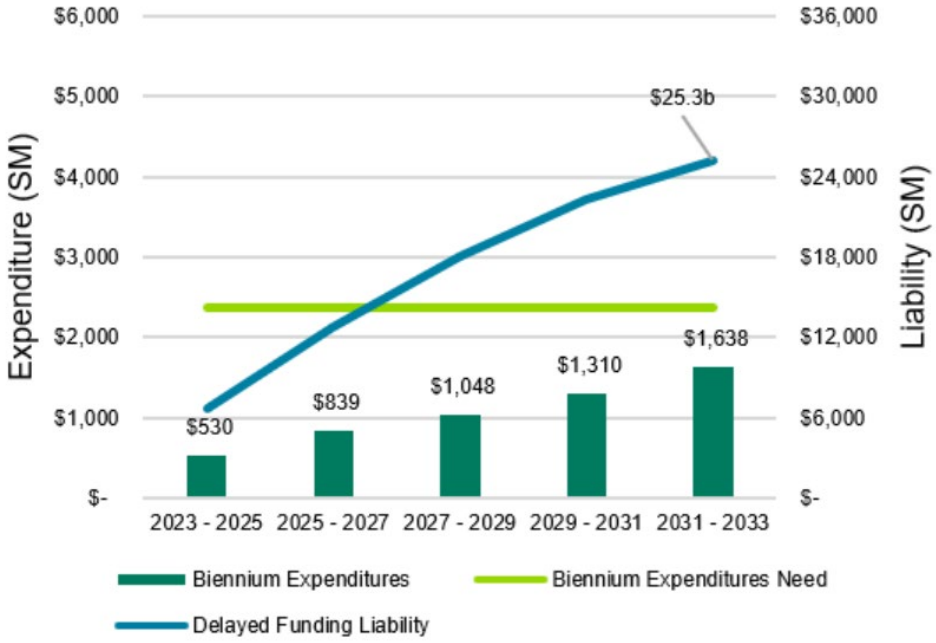
$24.2 B
Total cost with Liability

Analysis addresses only the $675 million annual average shortfall for highway preservation—there is an additional $840 million annual shortfall for highway maintenance and the preservation and maintenance of other agency assets (e.g., ferries, aviation, facilities).

Highways: Possible solution 2

Moderate ramp up to adequate funding (100% in 32 years)

In 32 years, all state highways could be preserved and functional, though some deteriorate in the meantime. Peak liability in out-years at $26.6 B and peak expenditures at $6.5 B per biennium.



First 10 Years
$0.5 - $1.6 B
Spent per Biennium

$5.4 B
Spent over 10 years

$25.3 B
Liability in 2033

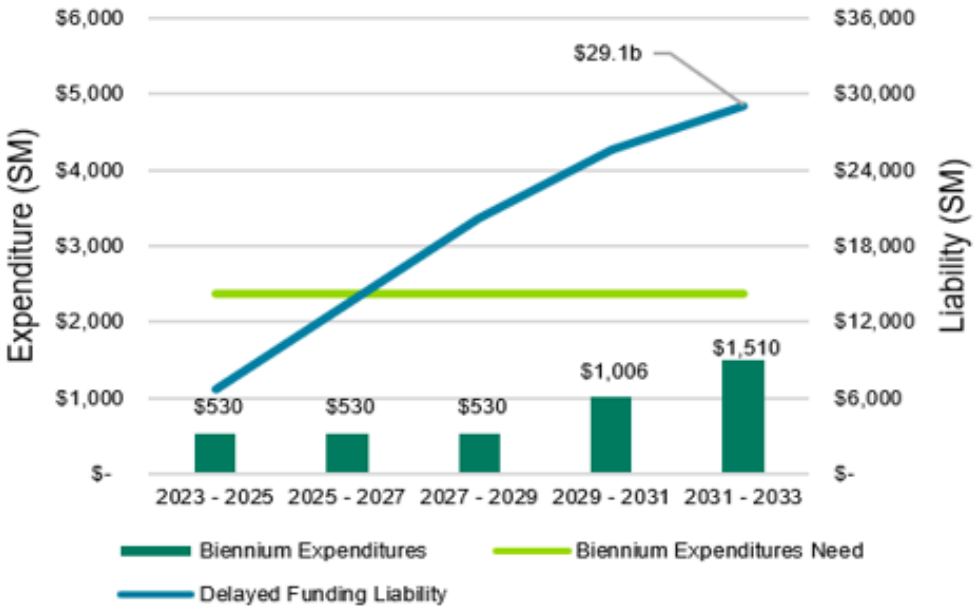
$30.7 B
Total cost with Liability

Analysis addresses only the $675 million annual average shortfall for highway preservation—there is an additional $840 million annual shortfall for highway maintenance and the preservation and maintenance of other agency assets (e.g., ferries, aviation, facilities).

Highways: Possible solution 3

Delayed ramp up to adequate funding (100% in 29 years)

In 29 years, all state highways could be preserved and functional, though many deteriorate in the meantime. Liability peaks at $29.6 B in the out-years and expenditures peak at $6.5 B per biennium.



First 10 Years
$0.5 - $1.5 B
Spent per Biennium

$4.1 B
Spent over 10 years

$29.1 B
Liability in 2033

$33.2 B
Total cost with Liability

Analysis addresses only the $675 million annual average shortfall for highway preservation—there is an additional $840 million annual shortfall for highway maintenance and the preservation and maintenance of other agency assets (e.g., ferries, aviation, facilities).

Challenges and opportunities

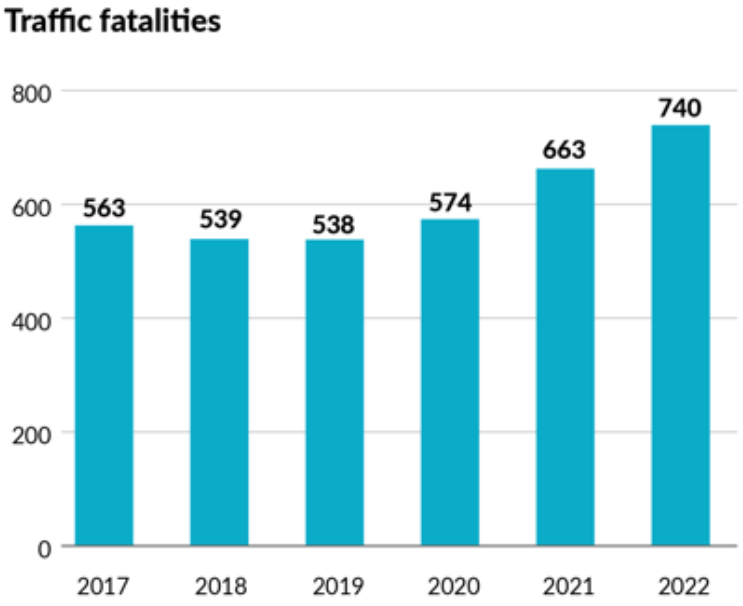
Safety

Safety challenges

We're not making the progress we need to reach Target Zero goals

- We're seeing increased
  - Speeding
  - Reckless driving
  - Impaired driving
  - Both on roadways and in work zones
  - Happening statewide and nationally

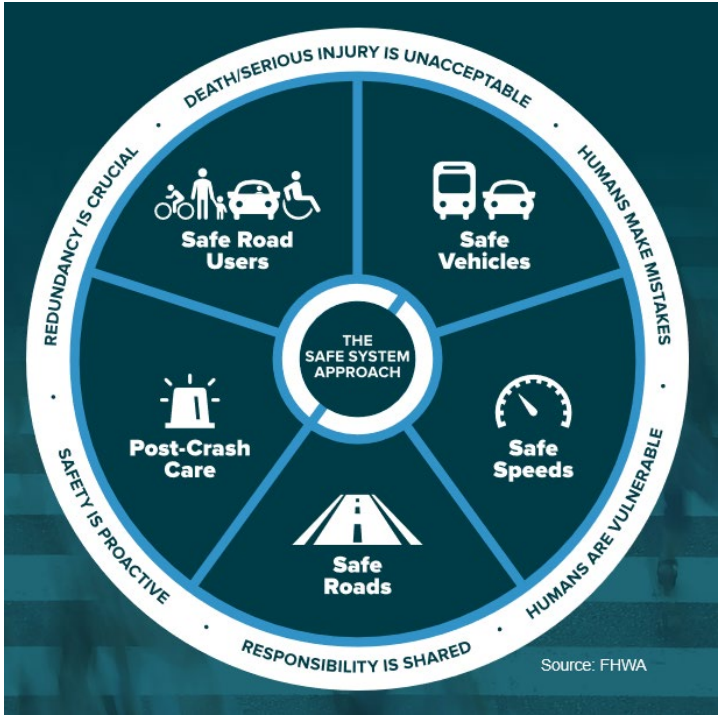
Is ~750 deaths a year acceptable, or are we ready to do something different?



Source: Washington Transportation Safety Commission and WSDOT Crash Data and Reporting Office
2022 data is preliminary

Multi-pronged Safe System approach

- Design
  - Safe System approach
  - Safety over speed
  - Complete Streets
- Using technology to protect all users
  - Intelligent Transportation Systems
  - Automated speed cameras
- Work zone safety
  - Seeing higher risks on roadways
  - Needed changes to improve safety
  - Safety improvements may mean more congestion or delays around projects
  - Working with the Unions, State Legislature and Industry group



Targeted safety improvements

Consider creating a safety improvement program targeted for **state highways within population centers.**

- Roughly 1,100 miles of “stroads”* in WA
- Compared to other state routes, on “stroads”:
  - **Fatal crashes are more than doubled**
  - **Serious injury crashes are more than tripled**
- Examples:
  - Aurora Avenue/SR 99 in Seattle
  - Pacific/SR7 in Parkland
  - Division Street/US 2&US 395 in Spokane
  - SR 823/Jim Clements Way in Selah

**Stroads are highways (used for access, faster speeds) that also serve as community streets (with businesses/places to go) and thus have conflicting uses and design.*

- Using a Complete Street/Safe System approach improves safety on these roadways for everyone.
- Consider an invitational program based on crash statistics and data.
- Leverage Active Transportation Plan needs assessment and Vulnerable Road User Safety Assessment to determine locations and partnerships with other jurisdictions.

Challenges and opportunities

Stewardship

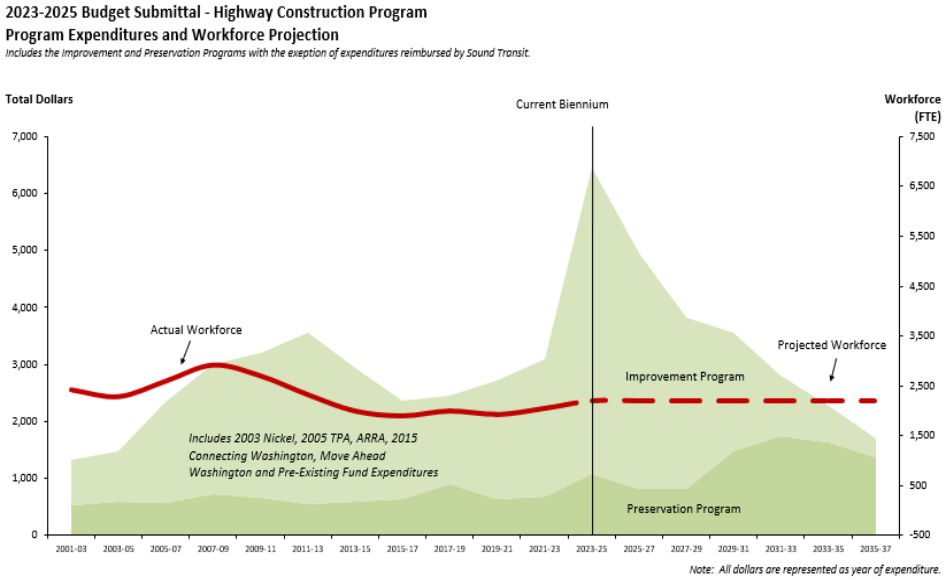
WSDOT staffing challenges

Several challenges filling key positions in this very competitive environment to deliver our largest capital program ever.

WSDOT salaries lag behind the market:

- Average employee at WSDOT: **~19% behind**
- WSDOT civil engineers: **~26% behind** in an increasingly competitive environment

We've exceeded 2019 staffing levels *but* with Move Ahead Washington to deliver we will need more staff than in 2019.



Ferries staffing challenges

Ferries staffing challenges and aggressive recruitment continue:

- International maritime shortages
- Coast Guard and other requirements mean it takes years to advance through different staffing levels
- It's not just base level job vacancies, but vacancies throughout the pipeline
- Ongoing wave of retirements adds to challenge



Workforce opportunities

- Pay increases for certain positions help, would like to see more.
- Invest in bringing young people into the transportation space.
  - Getting young people to want to be engineers, transportation workers.
  - We're already engaged in a lot of that – but let's really fund those.
- Highway Construction and Maritime Trades Scholarships
  - On-the-Job Training Support Services Program
  - Pre-Apprenticeship Support Services Program (PASS)
  - Career Opportunity Maritime Preparation and Support Services (COMPASS)
  - Helping to bring women and people of color into construction and maritime industries





Ferries staff and recruitment opportunities

This is a long-term issue, and we'll need to continue to fund efforts such as:

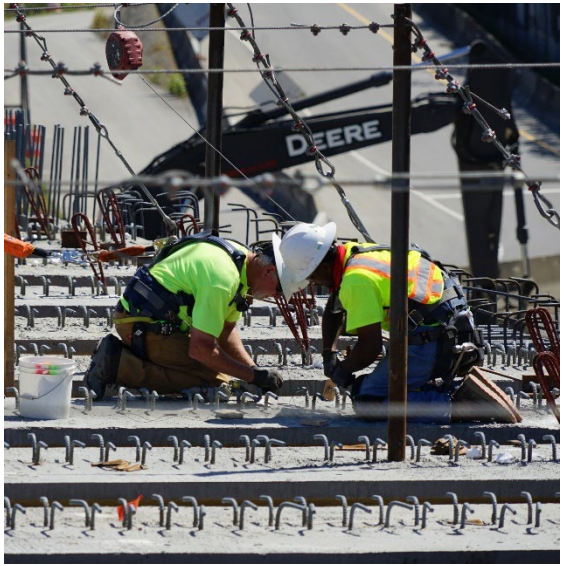
- Designating staff as full time on day one – thank you!
- Crewing above Coast Guard minimums to avoid crewing shortages/missed sailings – thank you!
- Developing talent pipeline options and trainings
- Partnering with unions and maritime training programs, particularly for people from underrepresented communities
- Funding programs for current and future employees to advance through the system (*WSF has dedicated approximately $20 million to support nearly 10 programs so far).*
- Programs like COMPASS – we contract with Seattle Jobs Initiative to help prepare women, people of color and other unrepresented individuals for positions at WSF.





Transportation industry challenges

- Doubling project delivery capacity with same team (WSDOT, consultants, contractors)
- Statewide demand for construction workers is projected at about 283,000 workers per year on average between 2022 and 2026
- Projected average state annual gap: **13,000 workers, or 5% of average annual construction supply**
- Projected ***gap of more than 1,000 workers <u>each</u>*** between 2022 and 2026:
  - Construction laborers
  - Carpenters
  - Supervisors

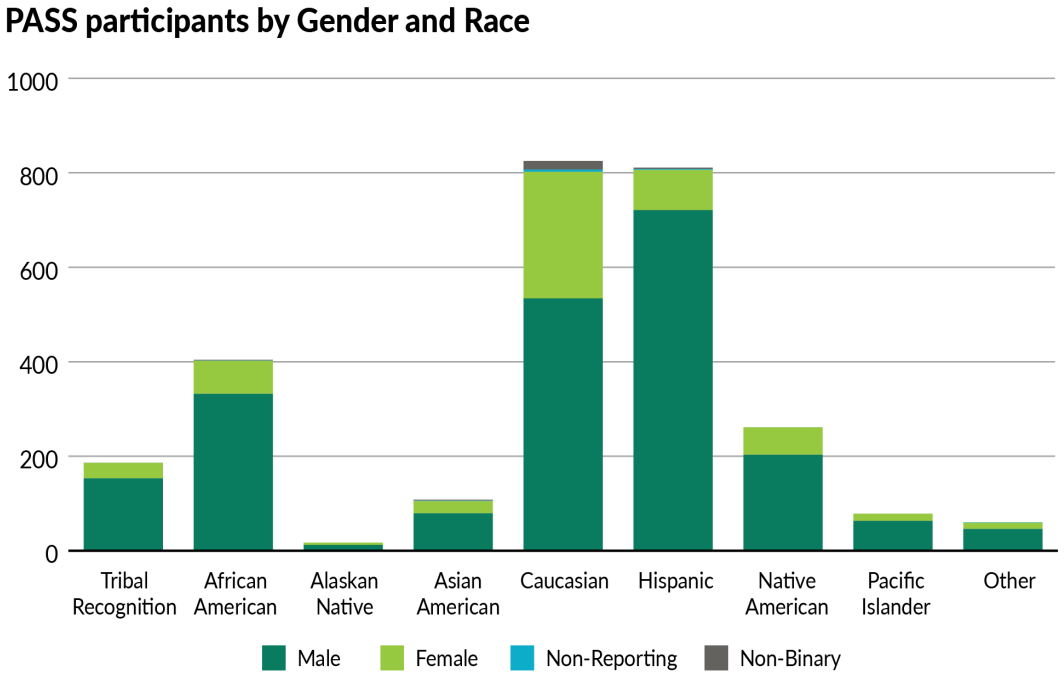


Source: Statewide WSDOT Construction Workforce Analysis 2022 Update

PASS mentoring, assistance

Pre-Apprenticeship Support Services (PASS)

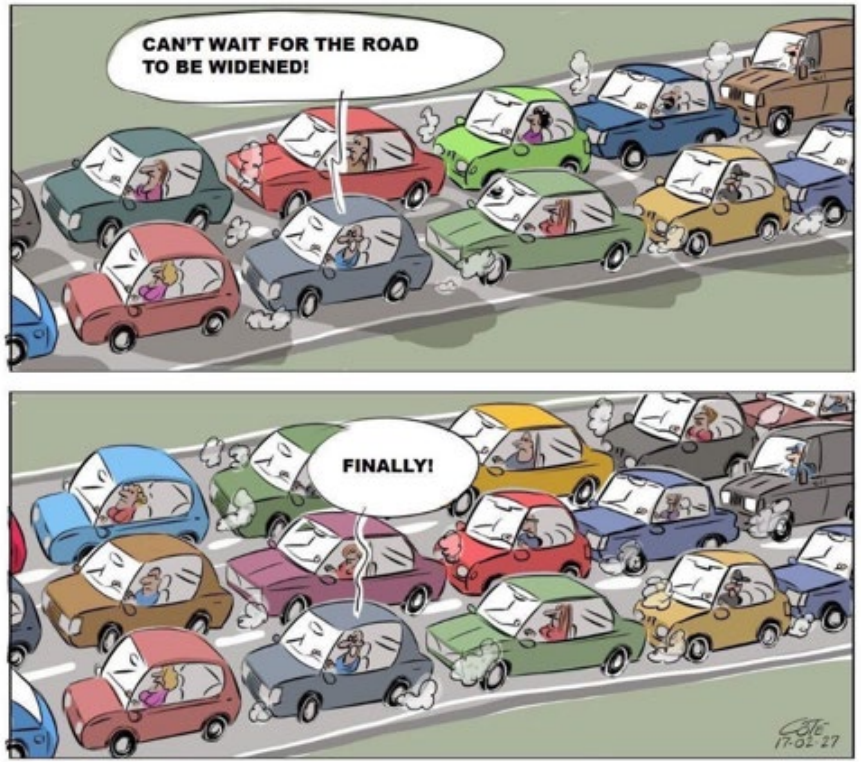
- Grown from $750,000 to $3 million annually. *(It is part of overall $8 million funding.)*
- Since 2015, the PASS program has served **2,839 people**
  - Includes PASS, COMPASS, Unhoused and DOC initiatives
  - Per person cost: **$2,304** (all programs average)



Challenges and opportunities

Mobility

“Solving” congestion



Cartoon via @Brent Toderian on Twitter

Improving mobility

We need to:

- Create a transformative multimodal investment strategy
  - A top-down approach rather than backing into funding with various, unlinked studies
- Invest in system management, managed lanes
- Invest in demand management – linking transportation and land use
- Invest in Complete Streets



Ramp metering on I-5



Complete Streets improvements SR 129 –Bridge Street to Fleshman Way, Clarkston WA

Improving mobility – a place to start

2024 Highway System Plan

- Based on community engagement about priorities
  - 47 public engagements, including a statistically valid survey
  - 2,830 members of the public participated
- Recommendations for next 20 years are that investments:
  - Address preservation and maintenance needs
  - With any additional funds, invest $2 into safety and efficiency programs for every $1 in capacity expansion projects.

Washington Transportation Plan Vision

Washington's transportation system...



safely connects people and communities,



fostering commerce and economic opportunities for all,



operating seamlessly across boundaries and providing travel options



to achieve an environmentally sustainable system.

https://wsdot.wa.gov/construction-planning/statewide-plans/highway-system-plan

Challenges and opportunities

Economic vitality

Economic vitality opportunities

We must invest in transportation infrastructure and systems that support economic growth.

Doing more with what we have

- Using Transportation Systems Management & Operations and Traffic Demand Management first to use the capacity we've invested in more effectively

Adding capacity for all modes

- Public Transportation, Active Transportation, High-Speed and Intercity Rail, Aviation and highways (where it makes sense)

Freight and logistics

- Continue and expand support for the freight industry: trucking, rail, ports, airports

Land use and policy

- Need transportation at the policy and planning table from the beginning
- Includes housing needs, community expansion and transportation needs, etc.

Encampment Resolution Program

Formerly called Right of Way Safety Initiative

Partnership with WSDOT, Commerce, WSP, local government and service providers.

- Focused on King, Pierce, Snohomish, Spokane and Thurston counties.
  - Outreach may include assistance services, trash removal, etc., until housing is available.
- Encampment Resolution Program sites as of Nov. 30:
  - 33 sites to date; 31 cleared
  - 1,068 people accepted offered housing
  - 836 people – **78 percent** – remain housed as of end of the year.





Dearborn I-5 at I-90 King County before and after





Sleater Kinney at I-5 Thurston County before and after

Statewide encampment response

Separate from the Encampment Resolution Program, WSDOT also works with cities/counties and providers statewide to address encampment needs, including cleaning resolved sites and working with outreach.



Partnership example:
In Vancouver, the ongoing partnership with the city includes creating the **Kiggins Bowl Safe Stay community.**

- WSDOT land leased for the project (the first of its kind lease for this purpose)
- 20 modular pallet shelters (tiny homes) that can house up to 40 people.
- WSDOT staff also volunteered at work parties and resource drives.





City of Vancouver photos

Economic vitality - Housing needs

It's important to continue to fund housing – thank you for that support.

Homelessness has many factors and contributors, but really, it's a housing crisis – all across the spectrum.

- We've shown success with right of way work and finding good housing matches – but housing capacity is still a challenge.
- We also need to link housing and transportation policy and land use.
- And this isn't just a state issue, we must involve and work with state and local governments as well as service providers and others.



Lacey hotel conversion dedication ceremony



Vancouver Safe Stay Community tiny home building work party

Challenges and opportunities

Environment

Fish Passage Program funding

Correcting barriers to fish to open more habitat to salmon and steelhead, benefitting both the landscape and the economy while meeting federal court injunction requirements.

Great work is underway, but more funding is needed to **maintain momentum** and **complete the 2030 Delivery Plan**.

- New estimates show an additional $3.5 to $4 billion is needed to meet the 90% habitat restored requirement by the 2030 deadline. (Total cost $7.3 to $7.8 billion)
- Permanent injunction – more money will be needed after 2030.
- WSDOT will continue to work with Tribal and Legislative leaders:
  - to give program updates
  - discuss program cost estimates and next steps to aid funding decisions

Program costs increased due to:

- Evolving planning level estimate to engineering level estimates as WSDOT acquires and analyzes program data
- Highly complex sites
- Large amount of work to complete within a short timeframe
- Overall construction volatility
- Cost escalation across the industry

Fish Passage Program progress

As of June 2023, 114 fish barriers corrected; opening 502 miles of fish habitat.

The 2030 delivery plan

- Corrects about 400 total fish barriers
- Restores access to 90% blocked habitat of 2013 significant gain barriers by 2030
- Corrects some high value newly identified barriers
- We're on track to have about 300 barrier corrections under construction contract by December 2024, assuming the additional funding is provided in FY 24-25 budget.
    - Once these ~300 barriers are completed, 80% of the blocked habitat will be restored.

Without additional funding beginning in FY 24-25, we will get about 200 barrier corrections under contract to preserve some funds for continued design work.

- Once these ~200 barriers are completed, 75% of the blocked habitat would be restored.



HEAL Act and Environmental Justice

Agency **HEAL Act** work conducted in concert and alignment with state efforts and as part of the WSDOT Diversity, Equity, & Inclusion Plan

Through the HEAL Act, we are incorporating Environmental Justice principles into our agency culture and investment decisions.

Work in progress

- Updated our Community Engagement Plan.
- Established the necessary framework to begin conducting Environmental Justice assessments in 2024 for:
  - New individual transportation projects of $15 million or more
  - New individual grants of $15 million or more
  - Agency rulemaking
  - New grant or loan programs
  - Developing agency request legislation
- Identified other agency budgeting and funding categories for additional Environmental Justice considerations.



Conclusion

- It’s been a pleasure working with you as a member of the Inslee administration
- WSDOT has accomplished a lot in last 11 years for the traveling public, the economy and you.
- We’ve still got a long way to go
- The ideas presented are for your consideration:
  - Here’s some things you might want to think about
  - We’d be happy to help

WSDOT mission and values

MISSION

We provide safe, reliable and cost-effective transportation options to improve communities and economic vitality for people and businesses.

VALUES

- Safety
- Engagement
- Innovation
- Integrity
- Leadership
- Sustainability



Questions?

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