

JTC Efficiencies in the Delivery of Transportation Funding & Services to Local Government

County Road Administration Board Profile

1.0 GENERAL AGENCY INFORMATION

Mission Statement To preserve and enhance the transportation infrastructure of Washington Counties by providing standards of good practice, fair administration of funding programs, visionary leadership, and integrated, progressive, and professional technical services.

Who does it serve?

Cities/Towns

Counties

Port Districts

Transportation

Benefit Districts

Tribes

State Agencies

Transit

Other

Summary of Services and Functions

Oversight

Standards and Certificates of Good Practice. Sets Standards of Good Practice, establishes county reporting requirements, and issues annual Certificates of Good Practice to counties in compliance with its Standards and others. Counties are required to have a Certificate to receive gas tax disbursements from the State.

Legislative Reporting. Makes annual reports to WSDOT and the Legislature on the status of each county's road administration and recommendations for improvement.

Technical Assistance

Software Systems and Training. To support county compliance with the Standards of Good Practice, CRAB has developed and provides counties with a road management software system (*Mobility*), an engineering design software system (*Design Systems*), and training and support in the use of these tools.

Funding Programs

County Arterial Preservation Program (CAPP). Helps counties preserve existing paved arterial road networks and is a distribution of the Motor Vehicle Fuel Tax.

Rural Arterial Program (RAP). Funds road and bridge reconstruction.

County Ferry Capital Improvement Program (CFCIP). Offers financial assistance for major capital improvements to county-operated ferry systems.

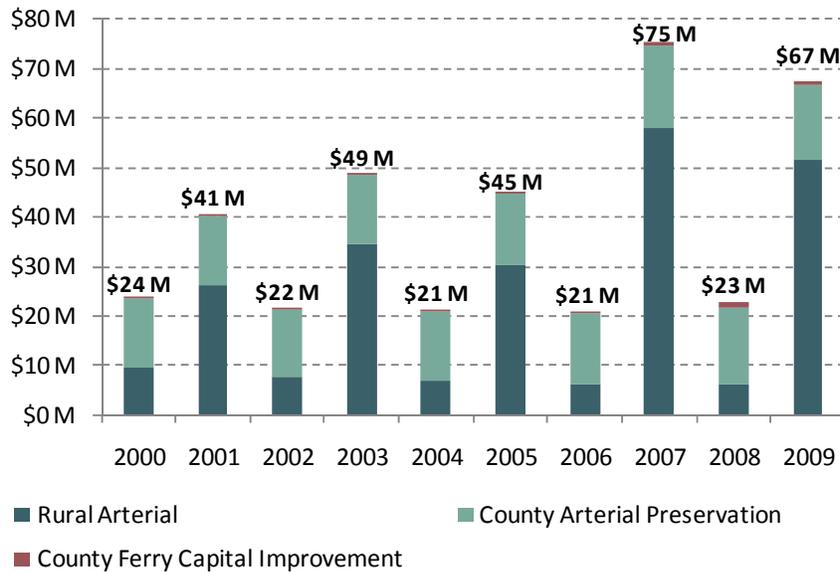
2.0 AGENCY HISTORY AND INTENT

Established 1965	Authorizing Legislation RCW 36.78
<p>Agency Evolution</p> <p>1965 CRAB created by Legislature to provide statutory oversight of Washington’s 39 county road departments</p> <p>1983 RAP founded, given 0.33 cents of the Motor Vehicle Fuel Tax (MVFT)</p> <p>1985 CRAB given responsibility to distribute the counties’ portion of the MVFT</p>	<p>Additional Context</p> <p>CRAB was formed primarily to conduct oversight and regulation of the administration of county roads. CRAB’s oversight and distribution of the motor fuel tax ensures the protection of the State’s 18th Amendment at the county level. CRAB is a major resource for the Washington State County Engineers and County Public Works staff for transportation-related issues.</p>
<p>CRAB also became custodian of County Road Log Database</p>	
<p>1990 RAP’s portion of the MVFT increased to 0.58 cents and CAO was established at 0.45 cents of MVFT</p>	
<p>1991 CFCIP created to assist the four counties operating car ferries</p>	
<p>2006 CAPP allotted an additional \$1.5 million annually from the Transportation Partnership Account</p>	

3.0 AGENCY FUNDING AND RECIPIENTS

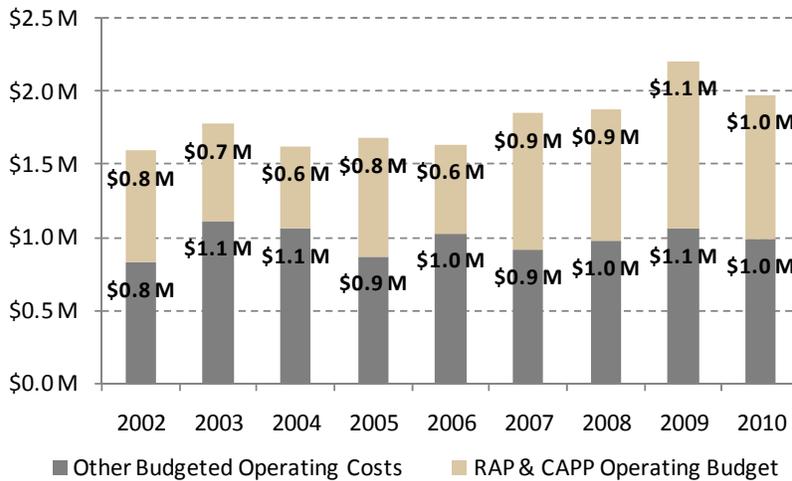
Funding History and Sources

Total Agency Grant Dollars Awarded by Program (YOES)



- State funding source: dedicated portion of the Motor Vehicle Fuel Tax
- State accounts: Motor Vehicle Account, Rural Arterial Trust Account, County Arterial Preservation Account, Transportation Partnership Account

Total Agency Operating Expenditures (YOES)



- The CAPP & RAP operating budgets come from the CAPP and RAP accounts
- Other operating costs are funded by the Motor Vehicle Account
- Staffing expenses include administration, grant management, oversight, and technical assistance for all three accounts

Current Snapshot of Projects (as of July 2010)

County Arterial Preservation Program	2009: Number of center lane miles of preservation completed = 914.58	Counties = 39
Rural Arterial Program	2009-11: Number of active projects = 122	Counties = 39
County Ferry Capital Improvement Program	2009: Number of active projects = 3	Counties = 2

Projects Completed (as of July 2010)

To be developed

4.0 AGENCY ORGANIZATION AND GOVERNANCE

Governing Board and Composition

CRAB is comprised of 9 members from counties and meets quarterly. Six members are county commissioners or council members and three are county engineers. County representation is diversified by population size, and no county can be represented more than once. Three members are from counties with a population of 125,000 or more. Four members are from counties with a population between 20,000 and 125,000. Two members are from counties with a population of less than 20,000.

The Board is appointed by the Board of Directors of the Washington State Association of Counties. Each member serves a three-year term. The Board appoints an executive director that is the Chief Administration Officer of the Board and is responsible for carrying out the policies adopted by the Board.



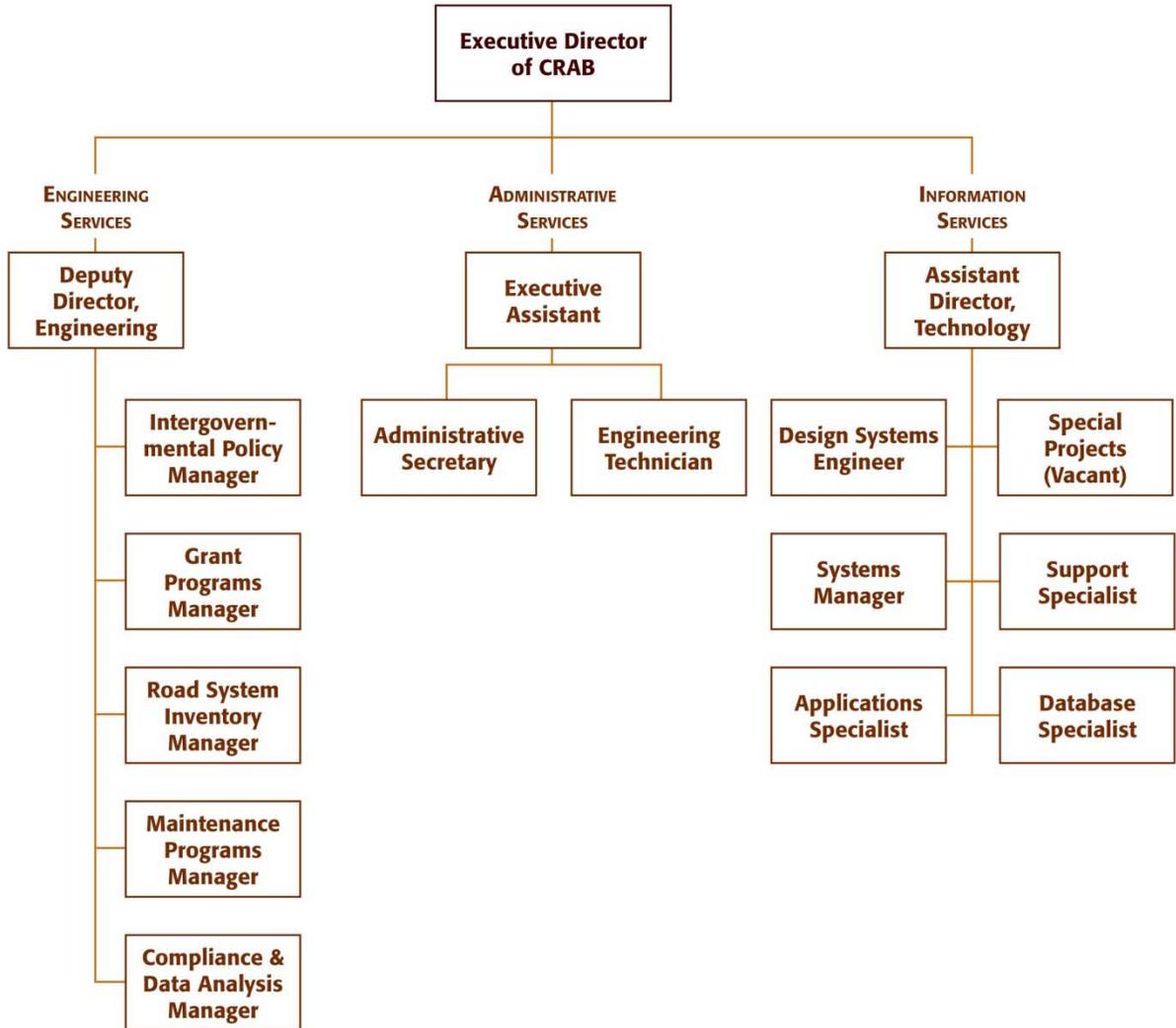
Role and Authority of Board

RCW 36.78.030—36.78.080

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- Establishes and maintains Standards of Good Practice to guide and ensure consistency and professional management of county road departments
 - Approves: (1) Criteria for RAP and CFCIP grants (2) Project list for RAP award (3) CFCIP project list for submittal to the Legislature for funding

Staffing and Organization

- 16.0 FTE
- CRAB provides services to FMSIB including: engineering assistance as needed and website development and maintenance



5.0 AGENCY PERFORMANCE MANAGEMENT TOOLS

CRAB tracks and reports on the following measures:

Administration

1. Number of counties earning Certificates of Good Practice based on review of compliance with the CRAB Standards of Good Practice
2. Number of Counties in Compliance with the CRAB Standard of Good Practice on Maintenance Management
3. Number of traffic fatalities that occur on county roads per year
4. Number of traffic related injuries that occur on county roads per year
5. Number of person-days of training/consulting provided to county personnel by CRAB staff

RAP and CAPP

6. Percent of county road arterials in fair or better condition
7. Percentage of county owned bridges that are in fair or better condition

6.0 DETAIL OF SERVICES

Oversight Functions

Standards of Good Practice. RCW 36.78 requires CRAB to establish, by rule in the WAC, Standards of Good Practice for the “administration of county roads and the efficient movement of people and goods over county roads.” As defined in Chapter 136 of the WAC, the Standards of Good Practice developed and adopted by CRAB are as follows:

- **Maintenance management:** Requires counties to adopt a documented managed approach to maintenance of all county roads [developed by CRAB] by December 31, 2007. Develops the mind set and standards for improved management of the largest expenditure in each county, with the outcome focused on efficient delivery of those services
- **County engineer vacancy:** Assures that the statutory and practical requirements of maintaining an engineering organization under the direction of a licensed Professional Engineer who has the prerequisite knowledge and skills is carried out in an efficient timely manner.
- **Priority programming:** Requires counties to use a documented prioritization scheme, with specified parameters, to set its road construction programs, assuring that the dedicated fuel tax funds are expended in accordance with their constitutional and statutory purposes, and in an efficient, explainable and supportable manner.
- **Six-year programs:** Assures the development of a statutorily required six-year program forecast, appropriately considering both priorities and fiscal capabilities. Assures that citizens can affect and see the county needs and priorities over a period of time, providing a sound foundation for effective annual programming decisions.
- **Annual road program:** Requires full disclosure of actual practice in annual construction activities, assuring both compliance with applicable laws and clear accountability to the citizens.
- **County forces construction:** Requires clearly defined and documented actions and records to implement projects accomplished with county forces, assuring compliance with legislative direction and clear accountability.
- **Inspections of bridges:** Requires that all counties are in compliance with federal bridge inspection standards. WSDOT verifies inspection schedules and accomplishment and, by letter, notifies CRAB of compliance. Failure to comply is a violation of CRAB Standards of Good Practice. Bridge Inspection certification allows continued flow of both federal and state highway dollars to the counties, and assures safety for highway users of critical transportation links.
- **County accident reports:** Requires not only that such reports be filed in compliance with state law, but with the information added by the county, assures that reports are reviewed. This oversight allows for the collection and comparison of accident trends and summaries to determine what and where focus needs to be directed to help prevent injuries and fatalities among road users.
- **Accommodation of utilities:** Requires consistency, practicability and accountability in permitting for secondary users of county road rights of way, the utilities critical to assure quality of life in our communities. Helps assure appropriate installations in accordance with good design and safety practices.
- **County engineer relationship:** Clarifies respective roles and accountability of both the lead professional and their respective councils or boards. Requires several policies that provide clarity between those respective roles as well as for citizens doing business with the county.

- **County roadlog:** Requires counties to maintain a complete inventory of all county roads, assuring the capability to evaluate and compare the transportation needs and capabilities across the state, thus providing a high level of accountability both by an individual county and statewide.
- **Pavement management:** Requires counties to implement a pavement management system in order to be eligible for the County Arterial Preservation Program (CAPP), assuring that paved county arterial roads data is available to evaluate regional or statewide arterial preservation and rehabilitation needs.

CRAB has also established reporting requirements for counties in the compliance with the Standards of Good Practice.

Certification Process. Annually, each county engineer and either (a) the chair of the board of county commissioners or (b) the county executive must certify that the county has operated in compliance with the Standards of Good Practice. CRAB issues a Certificate of Good Practice on behalf of a county to the State Treasurer based on: (a) the county certification of compliance (b) the annual Bridge Inspection Report, and (c) biennial performance audits. The Certificate of Good Practice allows disbursement of gas tax revenues to the county in the following year.

Legislative Reporting. CRAB must make annual reports to WSDOT and the Legislature on the status of county road administration in each county. This report also contains recommendations for improving administration of the county road programs.

Technical Assistance

To enable county compliance with the Standards of Good Practice, CRAB provides technical assistance to counties through software system development, deployment, hosting, and training.

Software Systems.

- **Mobility Software System:** CRAB has developed and provides counties with a comprehensive road management software named *Mobility* which, at present, contains three management systems: Infrastructure Asset Management, Pavement Management, and Maintenance Management. Mobility enhances a county's ability to make quality decisions through consistent, equitable, and defensible management plans and operations. Counties use Mobility software to update and maintain county Roadlog data. The Roadlog contains control fields used for computation of gas tax allocations.
- **Design Systems:** CRAB provides counties with engineering design software, support, and training through *Design Systems* software program, which has enabled county design professionals to effectively collect, develop, and manipulate geometric data needed for site design and construction planning. Emphasis is placed on containing costs and improving quality throughout the life of road projects.

Training and Support. CRAB trains county staff to effectively use their software systems and tools. Training and support activities include: in-person classes held at the CRAB training facilities in Olympia and at regional trainings in Eastern Washington; a yearly Road Design Conference; and ongoing support. CRAB also offers training workshops to County Engineers and Road department staff that overview the role, responsibilities and legal requirements of a County Engineer.

Funding Programs

County Arterial Preservation Program **WAC 136.300**

Description. The County Arterial Preservation Program is designed to help counties preserve their existing paved arterial road networks. CAPP is funded with 0.45 cents of the Motor Vehicle Fuel Tax (MVFT) and by an annual transfer of \$1.5 million from the Transportation Partnership Account. CRAB monitors each county’s overall arterial preservation program and accomplishments year by year. This is not a competitive program – funds are distributed based on each county’s miles of paved arterial roads in unincorporated areas.

Who is eligible?
 Cities/Towns
Counties
 Port Districts
 Transportation Benefit Districts
 Tribes
 State Agencies
 Transit
 Other

Year Founded 1990
Award Type Non-competitive, formula allocation
Required Match No
Approval Authority Funds distributed by State Treasurer
Cycle Frequency
 Monthly distribution

What projects are eligible?
Local Roads
 State Highways
 Bridges
 Railroads
 Grade Crossings
 Airports
 Bicycle Facilities
 Sidewalks and Crossings
 Other

Eligibility Details. All counties are eligible for CAPP grants. Projects are restricted to paved arterial roads in the unincorporated area of each county. All arterial preservation work and related activities, and maintenance management done by each county, shall be eligible if:

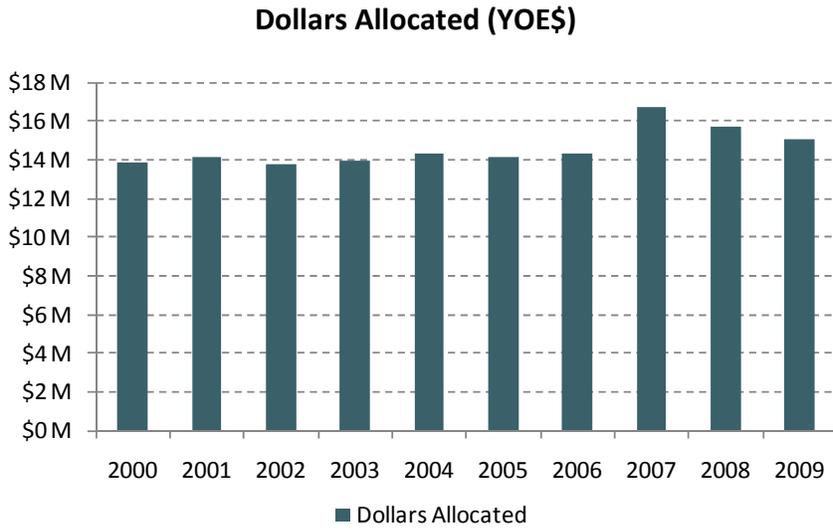
- The county is in compliance with the pavement management system requirements;
- The county has prepared and submitted its annual county arterial preservation program; and
- The work is allowable according to WAC 136-300-070.

Evaluation Criteria. The State Treasurer distributes funds to counties based on miles of paved arterial roads in unincorporated areas.

Selection Process. N/A

What costs are eligible?
Design (includes pavement management and direct administration of pavement resurfacing/construction work)
 Right of Way
Construction

Funding and Recipients



- Dedicating funding from MVFT [Motor Vehicle Account]

Rural Arterial Program

WAC 136.100-210

Description. The Rural Arterial Program (RAP) is a road and bridge reconstruction program that counties compete for every two years within their respective regions. The RAP was created by the Legislature in 1983 to help finance the reconstruction of rural arterial roads facing severe deterioration in the wake of railroad abandonments. Initially, RAP received 0.33 cents of the Motor Vehicle Fuel Tax, which was increased to 0.58 cents in 1990.

Who is eligible?

- Cities/Towns
- Counties**
- Port Districts
- Transportation Benefit Districts
- Tribes
- State Agencies
- Transit
- Other

Year Founded 1983 **Award Type** Competitive Grant
Cycle Frequency Biennial **Required Match** Yes, 10%
Approval Authority CRAB

Eligibility Details

- All counties with current Certificates of Good Practice are eligible.

What projects are eligible?

- Local Roads**
- State Highways**
- Bridges**
- Railroads
- Grade Crossings
- Airports
- Bicycle Facilities
- Sidewalks and Crossings
- Other

Evaluation Criteria. The competitive process considers:

- Structural ability to support loaded trucks
- Ability to move traffic at reasonable speeds
- Adequacy of alignment and related geometry
- Accident and fatal accident experience
- Local Significance

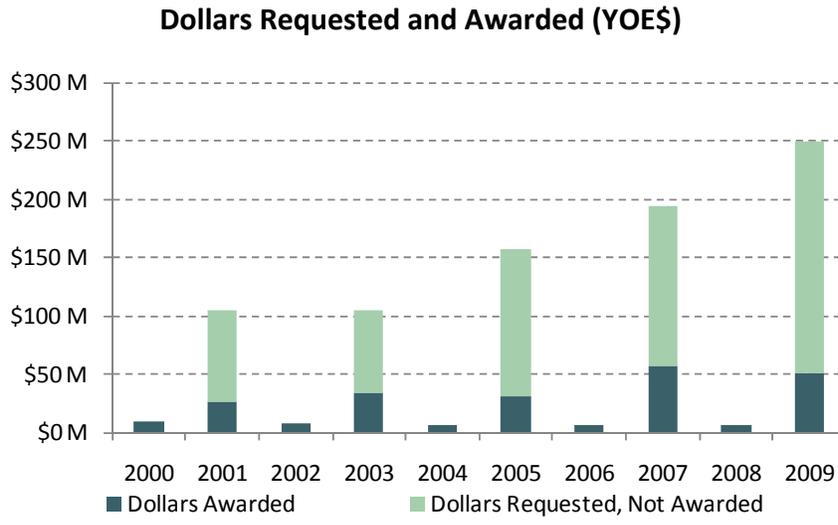
Selection Process. RAP is focused on correcting adverse geometry, narrow widths, safety hazards, and major structural failures. Counties submit RAP projects based on safety, geometry, capacity, and structural deficiencies. Projects compete within their regions, which include: Northeast, Northwest, Puget Sound, Southeast, and Southwest.

CRAB staff review each proposed project site and scope to assist the county in the grant application and rank the project submittals. The highest ranked project submittals are those in worst condition in each region. This ranked list is approved by CRAB.

What costs are eligible?

- Design**
- Right of Way**
- Construction**

Funding and Recipients



- Dedicated funding from MVFT [Rural Arterial Trust Account]
- CRAB awards 90% of the ensuing biennial revenue estimates in the odd year, followed by 10% in the even year.

County Ferry Capital Improvement Program

WAC 136.400

Description. Due to lack of other viable funding support, the County Ferry Capital Improvement Program (CFCIP) was created in 1991 specifically to assist the four counties operating car ferries. CFCIP offers financial assistance for major capital improvements to the four county-operated car ferry systems in Pierce, Skagit, Wahkiakum, and Whatcom Counties.

Who is eligible?

Cities/Towns
Counties
 Port Districts
 Transportation Benefit Districts
 Tribes
 State Agencies
 Transit
 Other

Year Founded 1991

Award Type Competitive Grant

Cycle Frequency Every 4 years

Required Match Yes. Counties up to 65%; ferry districts up to 30%, subject to the financial role of the ferry districts.

Approval Authority

CRAB recommends approved list to the Legislature for funding

What projects are eligible?

Local Roads
 State Highways
 Bridges
 Railroads
 Grade Crossings
 Airports
 Bicycle Facilities
 Sidewalks and Crossings

Other (Ferries)

Eligibility Details. Only Pierce, Skagit, Wahkiakum, and Whatcom Counties are eligible for CFCIP funding. The project must be included in both the County’s six-year transportation program and its ferry system fourteen-year long-range capital improvement plan. The county is required to first seek funding from alternate sources including, but not limited to the Public Works Trust Fund. Eligible projects include:

- Purchase of new vessels
- Major vessel refurbishments that substantially extends the life of the vessel
- Facility refurbishment or replacement that substantially extends the life of the facility
- Installation of items that substantially improve ferry facilities or operations
- Construction of infrastructure that provides new or additional access or increases the capacity of terminal facilities

What costs are eligible?

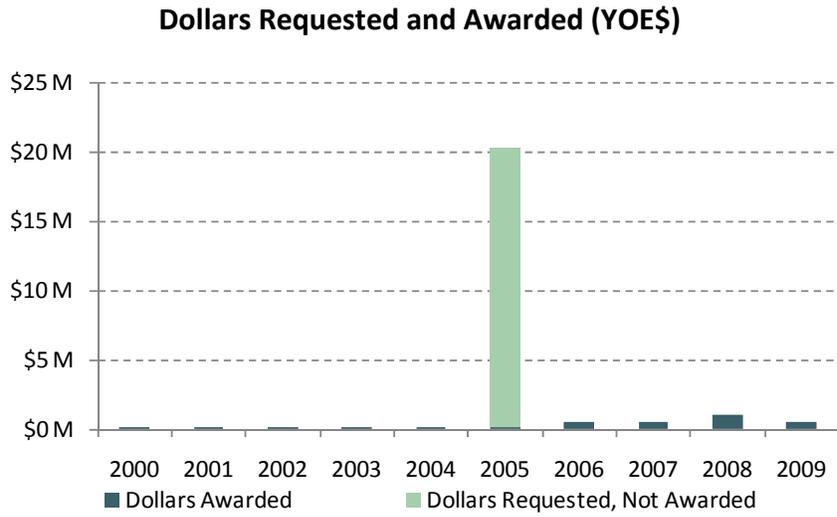
Design
Right of Way
Construction

Evaluation Criteria. The competitive process considers:

- Engineering process evaluation
- Cost effectiveness
- Potential other criteria as determined by the Board

Selection Process. The Board determines the amount of funding available, if any. Awards are given if a county demonstrates it is prepared to proceed and the project is shown to be reasonable and necessary.

Funding and Recipients



- Funding appropriated by the Legislature
- The chart shows requests for funding made 2005, with disbursements from this award cycle occurring from 2006-09.

7.0 SUCCESSES AND CHALLENGES

The following successes and challenges were identified by CRAB staff during interviews.

Successes

Mobility software and training. Mobility software system, developed and distributed by CRAB, is a valuable tool that enables counties to make data-driven decisions regarding road management plans and operations. CRAB released the latest version of Mobility (2.1) on July 15, 2009, with a host of new improvements and enhancements. Mobility is getting national attention; other states and countries have approached CRAB regarding Mobility development and use. CRAB is pleased that we were able to make this tool available to the counties at no additional cost to them.

Maintenance Management Program. 2007 was the first year of the Maintenance Management Program, a CRAB oversight program that requires counties to adopt a documented maintenance management plan for county roads. CRAB engineering staff drafted plans on behalf of every county, which the counties could review and modify or adopt without changes. The program saw 100% compliance in its first year.

Improved website. CRAB recently launched a new website, which is designed to enable greater transparency and easier access to CRAB resources. Changes included a reorganization of the CRAB library.

Challenges

Increased property tax diversion. Counties are increasingly diverting property tax and levies for non-road purposes to alleviate budget expenses. This has reduced county funding of road department maintenance and construction.

Increased costs. Construction and maintenance costs have increased over time, which has lessened counties' ability to produce local funding matches for many transportation programs. With this trend expected to continue, the gap between cost and funding will increase.

JTC Efficiencies in the Delivery of Transportation Funding & Services to Local Government

Freight Mobility Strategic Investment Board Profile

1.0 GENERAL AGENCY INFORMATION

Mission Statement The Washington Freight Mobility Strategic Investment Board (FMSIB) was created by the Legislature to identify and recommend investments that improve and mitigate freight movement on strategic state corridors, grow jobs and the economy, and bolster Washington as a leader in international trade.

The board of public- and private-sector members:

- Advocates for strategic freight transportation projects that bring economic development and a return to the state
- Focuses on timely construction and operation of projects that support jobs; Leverages funding from public and private stakeholders
- Crosses modal and jurisdictional lines to create funding partnerships
- Serves as the de facto freight project screening agency for state and federal policy makers

Who does it serve?

Cities/Towns

Counties

Port Districts

Transportation
Benefit Districts

Tribes

State Agencies

Transit

**Other (Freight
movers)**

Summary of Services and Functions

Advocacy and Convening

FMSIB advocates for freight projects at the federal and state level. FMSIB facilitates individual and group conversations to help develop partnerships and brokers agreements and leverage additional money to fund projects.

Funding Programs

Freight Mobility Strategic Investment Program. Recommends freight mobility projects to the Legislature for funding based on agency-developed project priority criteria. FMSIB evaluates project freight benefits and establishes freight funding levels.

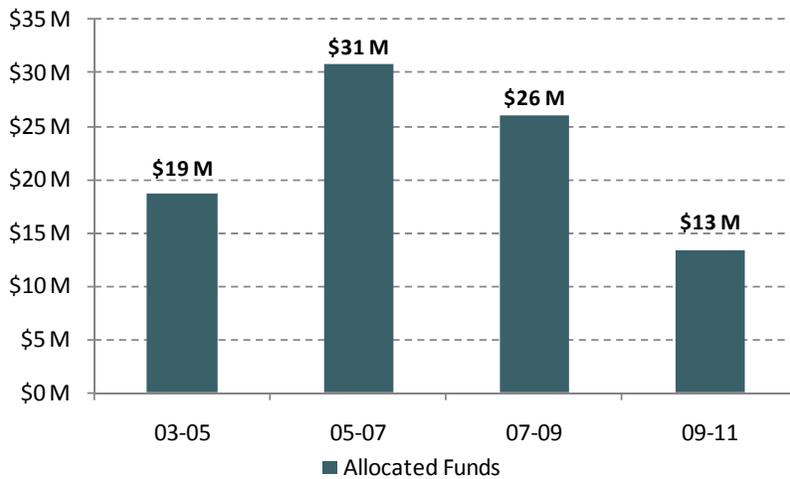
2.0 AGENCY HISTORY AND INTENT

Established 1998	Authorizing Legislation RCW 47.06A
Agency Evolution	Additional Context
<p>1998 FMSIB established and funded at \$100M per biennium</p> <p>1999 Funding was eliminated with the passage of I-695, and the Legislature funded projects on a case-by-case basis</p> <p>2005 Legislature approved a 16-year funding package that includes \$109 million for FMSIB projects (approximately \$12M per biennium)</p>	<p>Limited public transportation funding and competition for the same fund sources between freight and general mobility improvements require strategic, prioritized freight investments that reduce barriers to freight movement, maximize cost-effectiveness, yield a return on the state's investment, require complementary investments by public and private interests, and solve regional freight mobility problems. State financial assistance for freight mobility projects must leverage other funds from all potential partners and sources, including federal, county, city, port district, and private capital. <i>Source:</i> RCW 47.06A.001 Findings</p>

3.0 AGENCY FUNDING AND RECIPIENTS

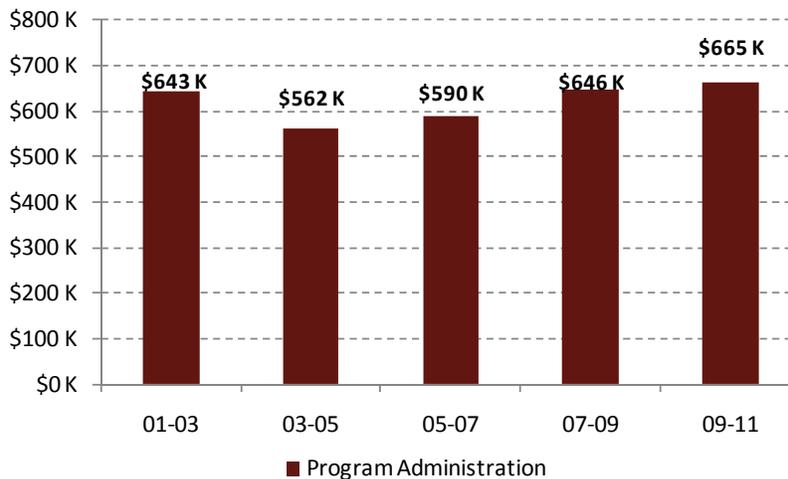
Funding History and Sources

Total Agency Grant Dollars Allocated for Projects (YOES)



- In the 03-05 biennium, funds were allocated to projects ready for construction
- For the 05-07, 07-09, and 09-11 biennia, dollars allocated includes \$12M per biennium in dedicated state funds from the freight mobility multimodal account (FMMA) and the freight mobility investment account (FMIA). Funding also includes multimodal and motor vehicle state funds and Union Pacific/interest (as of 07-09) totaling \$18.9 M in 05-07, \$14.0 M in 07-09, and \$1.4 M in 09-11.
- 09-11 biennium is estimated

Total Agency Operating Expenditures (YOES)



- Operations are funded by a state appropriation from the Motor Vehicle Account
- 09-11 biennium is estimated

Current Snapshot of Projects

Number of Active Projects

19 Developing Projects

7 Unfunded Projects

2010 Projects by Region

Western Washington = 4

Puget Sound = 16

Eastern Washington = 2

Puget Sound Fast = 4

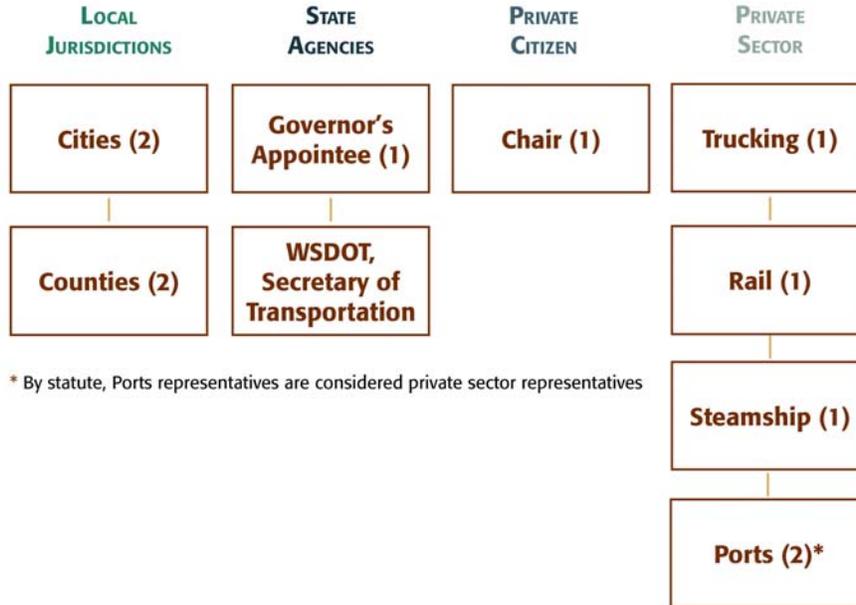
Projects Completed

- 35 since 1999

4.0 AGENCY ORGANIZATION AND GOVERNANCE

Governing Board and Composition

FMSIB is comprised of 12 members representing the modes and jurisdiction types involved in freight movement. The Association of Washington Cities selects the Cities representatives. CRAB selects an engineer to serve as one of the county representative and the Washington State Association of Counties selects an elected official as the other county representative. Members are appointed by the Governor for a term of four years.



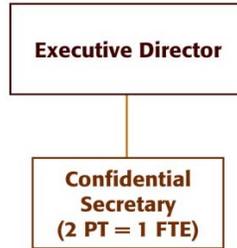
Role and Authority of Board

RCW 47.06A.020

- Adopt rules and procedures necessary to implement the Freight Mobility Strategic Investment Program
- Solicit proposed projects from public entities that meet eligibility criteria
- Review and evaluate project applications based on criteria
- Adopt and update Strategic Freight Corridors every two years

Staffing and Organization

- 2.0 FTE
- FMSIB has an interagency agreement with WSDOT to provide technical assistance, graphic support, cartography, administrative accounting, and IT support services on an hourly basis
- CRAB provides website and engineering assistance as needed
- FMSIB also hires private consultants as needed for specific tasks, such as annual report development



5.0 AGENCY PERFORMANCE MANAGEMENT TOOLS

Outcome Measures

Engineers measure a project's expected public benefit using estimates for changes in velocity; reductions in truck, train, or rail car delays at rail and road chokepoints; or increased capacity for peak time movement.

Agency Performance

The Board reports that it leverages about \$5 from partners (federal and local government, and private businesses) for every program \$1 awarded.

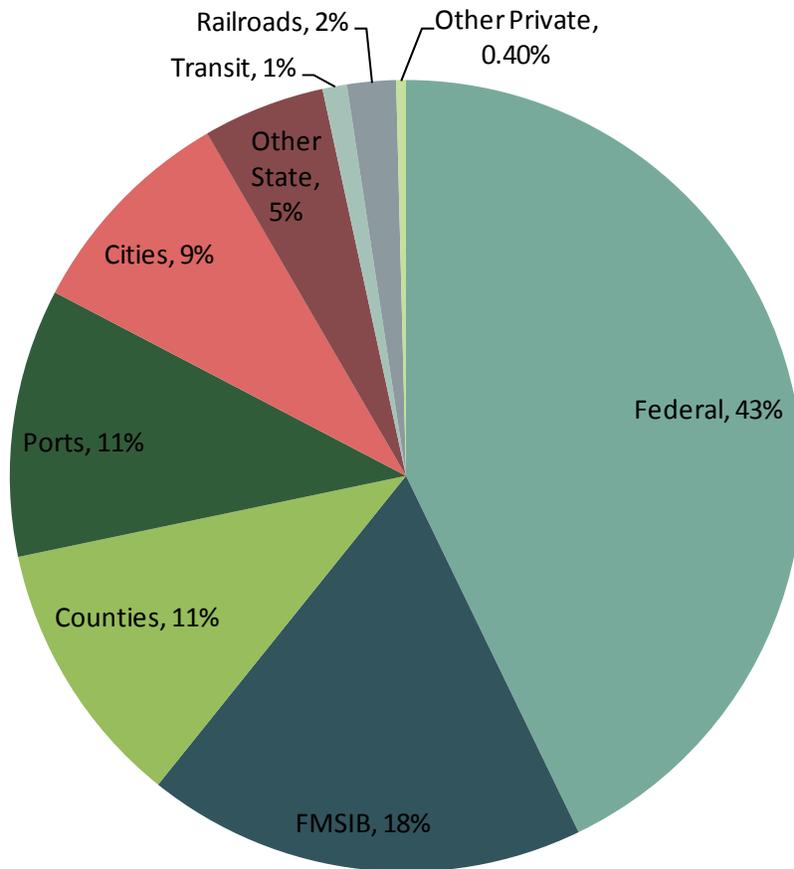
6.0 DETAIL OF SERVICES

Advocacy and Convening

FMSIB is the advocate for the freight community; freight has no jurisdiction and is part of a core system with multiple users. FMSIB advocates for project funds at the federal and state level.

The Executive Director has substantial interaction with the projects, in particular helping form multi-party partnerships. This includes extensive individual and group conversations to pull together partners and agreements.

For example, project funding partners across 19 projects under construction in the 11/2009 to 2/2010 period contributed the following shares:



Funding Programs

Freight Mobility Strategic Investment Program

<p>Description FMSIB issues a call for projects every two years to maintain a six-year list of active projects. FMSIB works with the state and with local communities to identify and develop freight corridor projects, utilizes agency-developed criteria to select and prioritize projects, and recommends the selected freight mobility projects to the Legislature for funding.</p>		<p>Who is eligible?</p> <p>Cities/Towns</p> <p>Counties</p> <p>Port Districts</p> <p>Transportation Benefit Districts</p> <p>Tribes</p> <p>State Agencies</p> <p>Transit</p> <p>Other</p>
<p>Year Founded 1998</p> <p>Cycle Frequency Biennial</p>	<p>Award Type Competitive Grant</p> <p>Required Minimum Match 35%</p> <p>Approval Authority Legislature</p>	
<p>Eligibility Details</p> <ul style="list-style-type: none"> • Project must be on a strategic freight corridor* and be listed as part of a state or local transportation plan • Project must directly improve freight movement and/or mitigate freight movement on communities, not be a secondary beneficiary; • Statements indicating project benefits for rail, truck, or port operations need to be supported by endorsement letters from the beneficiary freight mode • A 35% minimum match is required by statute, and higher matches will improve scores <p>* Strategic freight corridor means a transportation of great economic importance within an integrated freight system that:</p> <ul style="list-style-type: none"> • Serves international and domestic interstate and intrastate trade • Enhances the state's competitive position through regional and global gateways • Carries defined freight tonnages • Has been designated a strategic corridor by the Board under RCW 47.06A.020(3) <p><i>Source: RCW 47.06A.010 Definitions</i></p>		<p>What projects are eligible?</p> <p>Local Roads</p> <p>State Highways</p> <p>Bridges</p> <p>Railroads</p> <p>Grade Crossings</p> <p>Airports</p> <p>Bicycle Facilities</p> <p>Sidewalks and Crossings</p> <p>Other (Ferries)</p>
		<p>What costs are eligible?</p> <p>Design</p> <p>Right of Way</p> <p>Construction</p> <p>NOTE: Projects are eligible for all three, but the Legislature only funds construction</p>

Evaluation Criteria All projects funded through FMSIB are evaluated according to the following criteria:

- Freight Mobility for the Project Area (35 points)
- Freight Mobility for the Region, State, and Nation (35 points)
- General Mobility (25 points)
- Safety (20 points)
- Freight and Economic Value (15 points)
- Environment (20 points)
- Partnership (25 points)
- Consistency with Regional and State Plans (5 points)
- Cost (10 points)
- Special Issues (8 points)
- *Total possible points (198 points)*

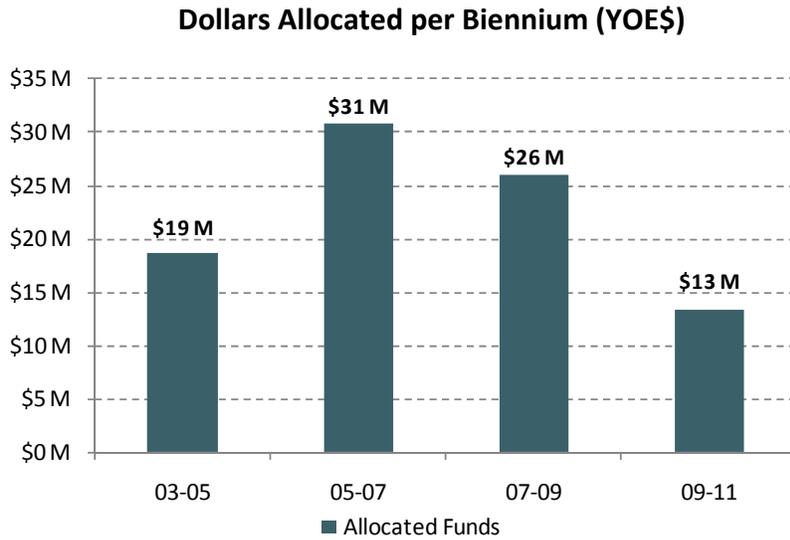
Selection Process

The Board selects projects using its Project Priority Criteria and submits the list to the Legislature for approval.

2010 Timeline

April 26	Call for Projects
May 28	Submittals Due
July 21	Preliminary Selection
August 10	Project Interviews
September 17	Final List Adopted

Funding and Recipients



- In the 03-05 biennium, funds were allocated to projects ready for construction
- For the 05-07, 07-09, and 09-11 biennia, dollars allocated includes \$12M per biennium in dedicated state funds from the freight mobility multimodal account (FMMA) and the freight mobility investment account (FMIA). Funding also includes multimodal and motor vehicle state funds and Union Pacific/interest (as of 07-09) totaling \$18.9 M in 05-07, \$14.0 M in 07-09, and \$1.4 M in 09-11.
- 09-11 biennium is estimated
- Eliminating WSDOT funded projects, completed projects totaled \$390.2M, with the FMSIB share at \$93.5M (24%).

7.0 SUCCESSES AND CHALLENGES

Interviews with agency staff highlighted the following successes and challenges.

Advocate for Freight. FMSIB coordinates several transportation modes, providers and users in its role as an advocate and voice for the freight community. This role benefits the state as a whole and is necessary, as many jurisdictions are not focused on the importance of freight to their communities.

Protection of State Investment. With its investments through FMSIB, the State's risks are well-managed (because the FMSIB contribution is locked in both as a dollar cap and as a percentage of the total project, if project costs increase, state contribution is capped; if costs decrease, state contribution is reduced).

Strategic Planning. FMSIB gathers adjoining jurisdictions and businesses to develop a comprehensive plan for areas like the Tacoma Tideflats so that improvements can be prioritized and a logical build-out can be scheduled.

Accountability. FMSIB invests in very good communication with OFM and the Legislature, including quarterly reporting on all projects.

Project Delivery: While a small agency, FMSIB has delivered a lot of projects on time and on budget; sometimes early and under budget.

Challenges:

- New greenhouse gas requirements to document how a project will impact a community's plan to reduce emissions are onerous. Other archeological and environmental mitigation studies or right-of-way acquisitions can be time consuming. In general, projects have gotten more complex, requiring more staff time to build partnerships among more players and navigate a more complicated construction environment.
- Staffing and organizational sustainability. With two FTE, FMSIB has minimal staffing. More stringent regulatory requirements and the increasing number of partners involved in a typical project mean that projects have gotten more complex than they once were, requiring more staff time. Additional staff support would not only enhance FMSIB's ability to bring partners to the table, it would also allow for greater institutional knowledge, depth, and stability. Currently, the ongoing success of the program rests on one individual.
- Generating interest in sponsoring necessary corridor improvements when local jurisdictions either see no direct benefit to them or are unable to provide the necessary matching funds.
- Needs exceed available resources of any single jurisdiction but state seed money can attract additional partnership agreements and participation.

JTC Efficiencies in the Delivery of Transportation Funding & Services to Local Government

Transportation Improvement Board

1.0 GENERAL AGENCY INFORMATION

Role The Washington State Transportation Improvement Board funds high priority transportation projects in communities throughout the state to enhance the movement of people, goods and services.

Summary of Services and Functions

Technical Assistance

TIB Funding Workshops. TIB conducts annual workshops throughout the state to provide information on its grant programs, application process, and scoring criteria.

TIB Academy Training. TIB provides semi-annual training workshops on project reporting requirements and TIB project management practices.

Ongoing Assistance to Agencies. TIB works with its fund applicants and recipients on an ongoing basis to help agencies put together strong applications and ensure successful delivery of projects. This includes agency visits and consultations

Small City Street Inventory. TIB maintains an inventory of pavement conditions by street segment in small cities

Value Engineering Study Participation. For projects that require value engineering studies, TIB engineers participate in the value engineering process.

Who does it serve?

Cities/Towns

Counties

Port Districts

Transportation Benefit Districts

Tribes

State Agencies

Transit

Other

Funding Programs

Urban Corridor Program (UCP). Funds road construction projects to address congestion caused by economic development or rapid growth. Program projects are typically large and often cross jurisdictional boundaries, requiring a great deal of cooperation and coordination.

Urban Arterial Program (UAP). Funds road construction projects for preservation and modernization of the street system with an emphasis on safety (correcting hazards), pavement condition (rebuilding aged infrastructure), and congestion relief.

Small City Arterial Program (SCAP). Provides funds for projects in small cities and towns that expand or improve the arterial road network by addressing the structural condition of the roadway, roadway geometry deficiencies, and safety issues. The program was created to keep small cities from having to compete with larger ones for arterial improvement funds.

Small City Preservation Program (SCPP). Provides funding for rehabilitation and maintenance of the roadway system (chip seal and pavement overlay) in incorporated cities or towns with populations of less than 5,000.

City Hardship Assistance Program (CHAP). Provides state funding to offset extraordinary road maintenance costs associated with the transfer of responsibility of state highways to cities.

Sidewalk Program (SP). Funds the construction, retrofitting, or replacement of sidewalks to promote pedestrian safety and mobility as a viable transportation choice.

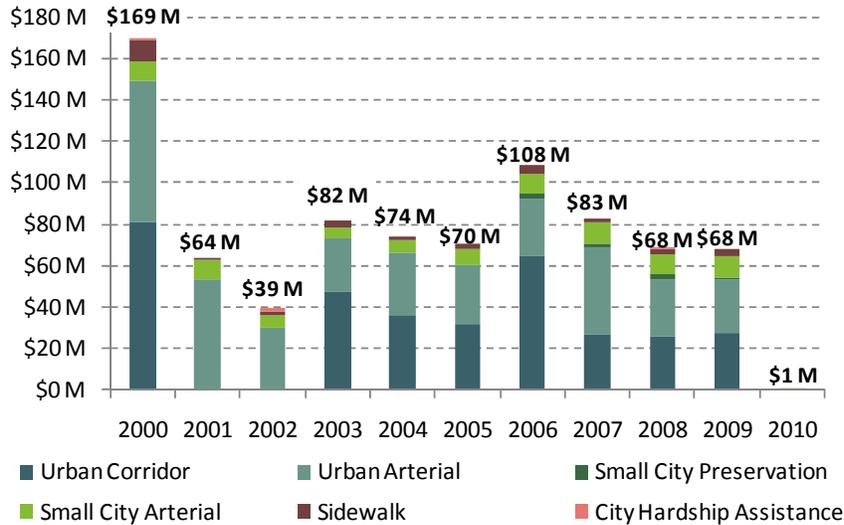
2.0 AGENCY HISTORY AND INTENT

Established 1988	Authorizing Legislation RCW 47.26
Agency Evolution	Additional Context
1988 TIB created by legislature to fund high priority transportation projects, replacing the Urban Arterial Board	TIB was created by the legislature with the goal of bringing an objective method to project selection and funding of transportation needs that had previously been funded through earmarks.
1991 Legislature established the City Hardship Assistance Program	TIB replaced the Urban Arterial Board which had been administering the Urban Arterial Program since 1967.
1995 Legislature consolidated the Urban Arterial Trust Account with the Small City Account and City Hardship Assistance Account, establishing the Small City Arterial Program, the Urban Sidewalk Program, and Small City Sidewalk Program.	
2005 Legislature established the Small City Preservation Program	
2008 TIB received recognition for its innovation from the Council of State Governments and the Government Finance Officers Association of the US and Canada.	

3.0 AGENCY FUNDING AND RECIPIENTS

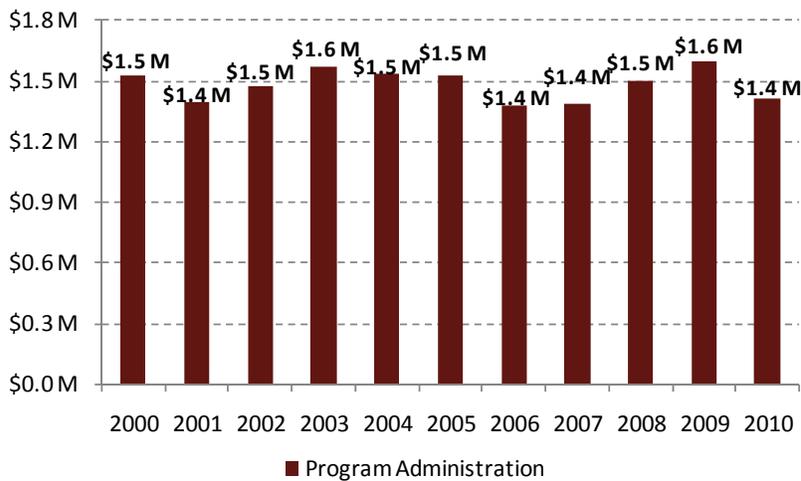
Funding History and Sources

Total Agency Grant Dollars Awarded by Program (YOES)



- Grant dollars awarded are funded through established motor vehicle fuel tax revenues (i.e. dedicated funding)
- Urban Corridor Funds not awarded in 2001 and 2002 (committed to debt service payment on bonds)
- Very minimal awards in 2010 reflect revenue forecasts that were decreasing. To ensure revenues could pay obligations on existing projects, new projects were not selected (with the exception of SCAP and CHAP)

Total Agency Operating Expenditures (YOES)



- Operating expenditures are 1.3% of TIB's total budget, and on an inflation-adjusted basis, they have decreased over time.

Current Snapshot of Projects (As of July 2010)

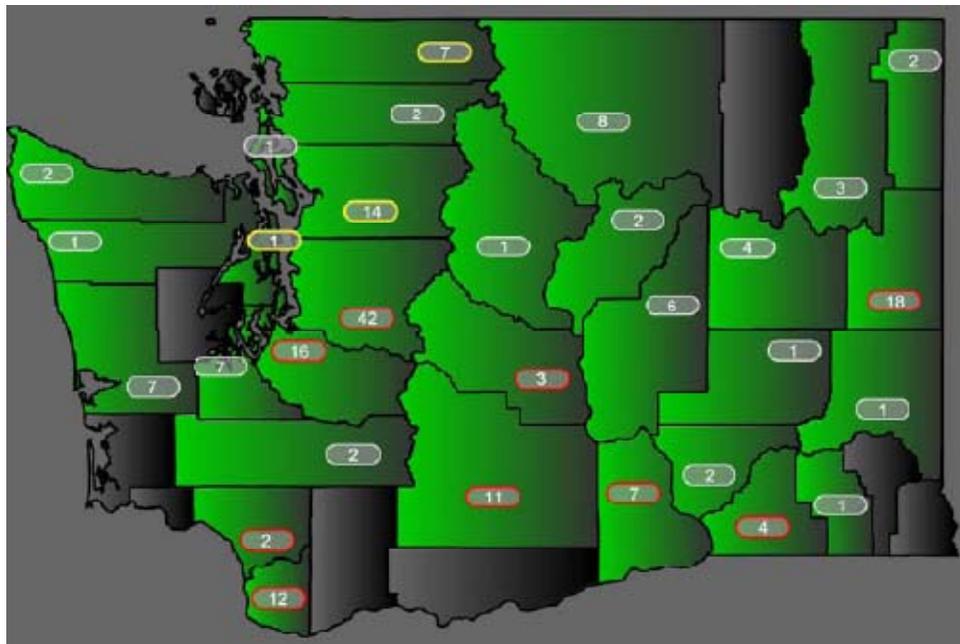
Number of Active Projects by Program: 185

- Urban Corridor Program: 44
- Urban Arterial Program: 64
- Sidewalk Program: 28
- Small City Preservation Program: 13
- Small City Arterial Program: 35
- City Hardship Assistance Program: 1

Number of Active Projects by Jurisdiction

- Cities = 166
- Counties = 19

Active Projects by Region



Projects Completed (as of July 2010)

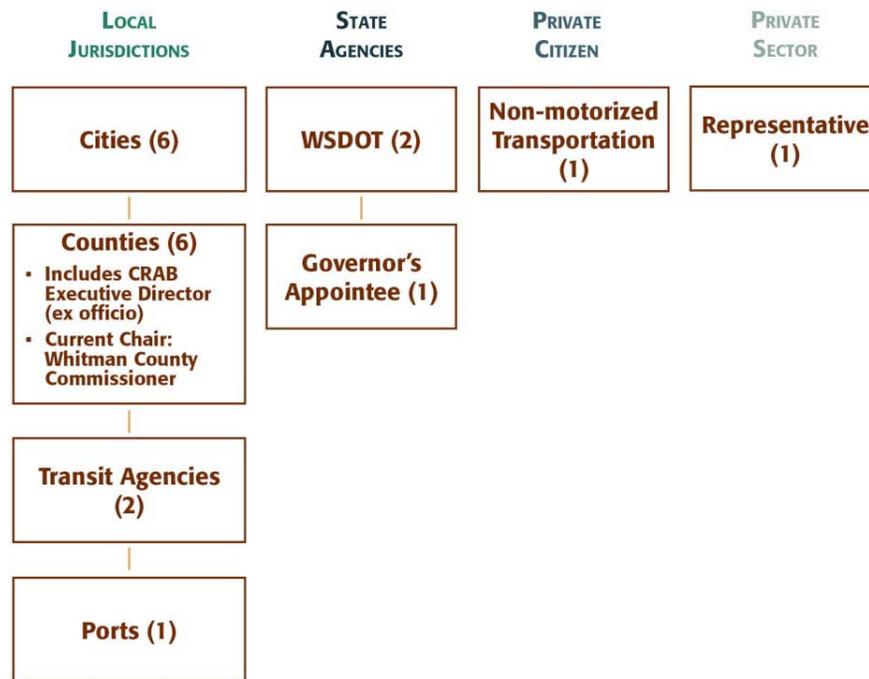
Since 2004, TIB has funded 625 projects with a total of \$558 million as follows:

Program	Projects Funded	Total Program Size
Urban Corridor Program	86	\$259.5 M
Urban Arterial Program	113	\$207.7 M
Sidewalk Program	175	\$ 21.8 M
Small City Preservation Program	131	\$ 8.4 M
Small City Arterial Program	116	\$ 58.3 M
City Hardship Assistance Program	4	\$ 2.3 M

4.0 AGENCY ORGANIZATION AND GOVERNANCE

Governing Board and Composition

The Board is composed of six city members, six county members (County Road Administration Board [CRAB] member is ex officio), two Washington State Department of Transportation (WSDOT) officials, two transit representatives, a private sector representative, a member representing the ports, a Governor appointee, a member representing non-motorized transportation, and a member representing special needs transportation. Board members are appointed by the Secretary of Transportation to four-year staggered terms with the exception of the CRAB representative and the Governor's appointee.



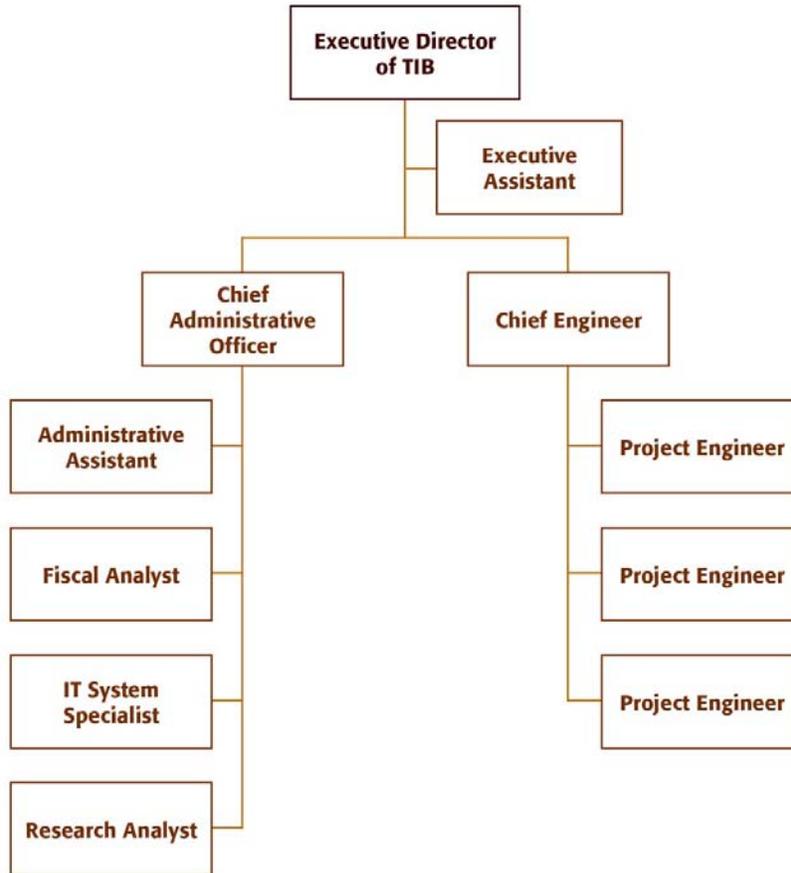
Role and Authority of Board

The Board meets bi-monthly and has final approval authority over projects selected for funding. The Board also reviews and approves project evaluation and scoring criteria as well as major project scope or cost changes.

Staffing and Organization

The following organizational chart shows TIB's current staffing and organization.

- TIB currently has 11.0 FTEs
- Project Engineers are organized regionally and manage all projects in their respective regions.



5.0 AGENCY PERFORMANCE MANAGEMENT TOOLS

TIB uses a performance management dashboard to track its business processes and projects and to establish an accurate overview of the agency's performance. The dashboard was built in 2003 as a new management team was taking over a situation where the agency had awarded more projects than it could afford. It has consistently improved business processes and grant performance since implementation.

TIB's "Balanced Scorecard" approach is supported by the following principles:

- Informed Investors (legislators and tax-payers) and Customers
- Sustainable Financial Management
- Exemplary Business Practices
- Strong Project Control

The TIB Dashboard data is available to members of the public as well as TIB staff. TIB Project Engineers were involved in developing the output and efficiency measures that they are expected to achieve (e.g. transaction processing times), and it is their responsibility to actively follow up with client agencies when projects get delayed or when documentation is required to move to the next phase.

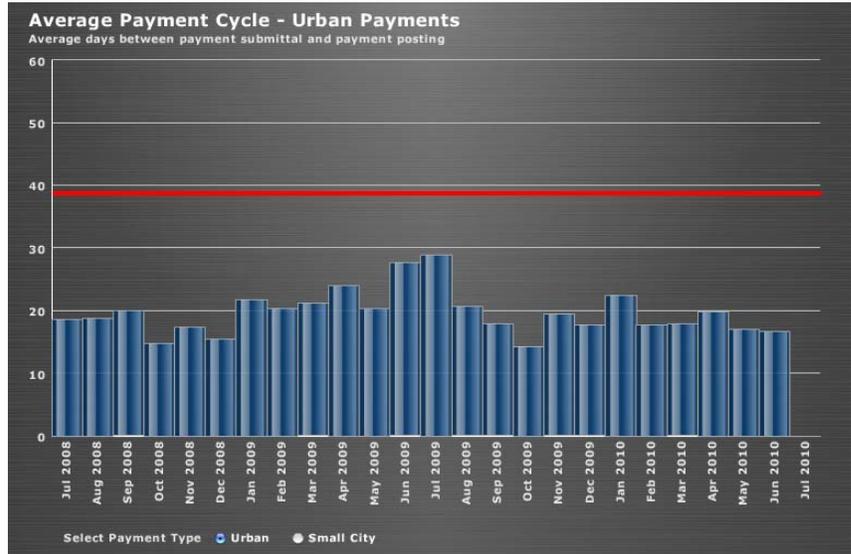
To track performance against these principles, TIB monitors the types of data shown on the following pages.

Output Measures

- Agency Contacts
- TIB Customers
- Phase Approvals
- Project Inventory
- Time to Construction
- Time Since Last Payment
- Remaining TIB Obligation
- Local Matching Funds
- Completed Projects
- Avg. Payment Cycle
- Transaction Processing

Example Output Measure:

Average Payment Cycle (Target: less than 39 days)



Outcome Measures

- Executive Director’s Watch List
- Delayed Projects
- Reasons for Project Delay
- Historical Cutoff
- Unfunded Applications
- Grant Per Project
- TIB Customer Satisfaction

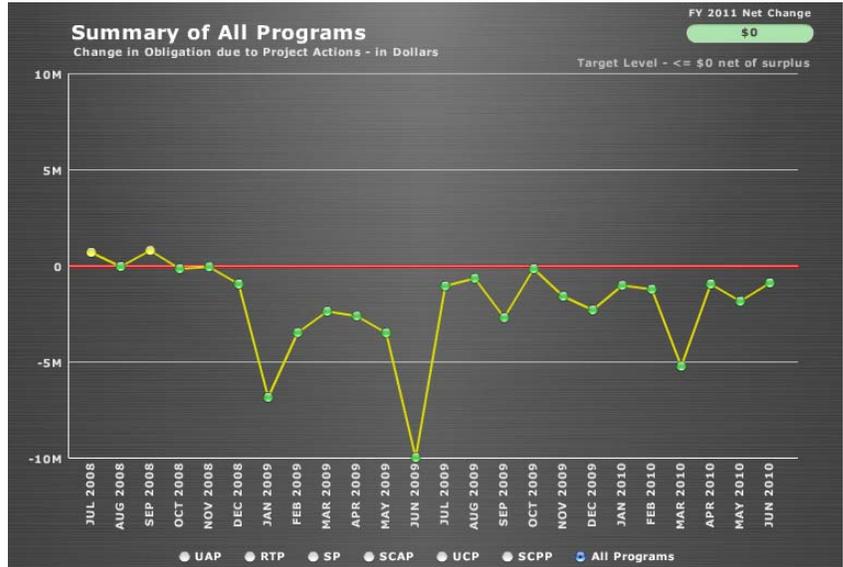
Example Outcome Measure: Delayed Projects



Efficiency Measures

- Average Months in Bid Award
- Change in Future Obligation
- Delinquent Obligation
- Increase in Project Cost
- Status of Initiatives

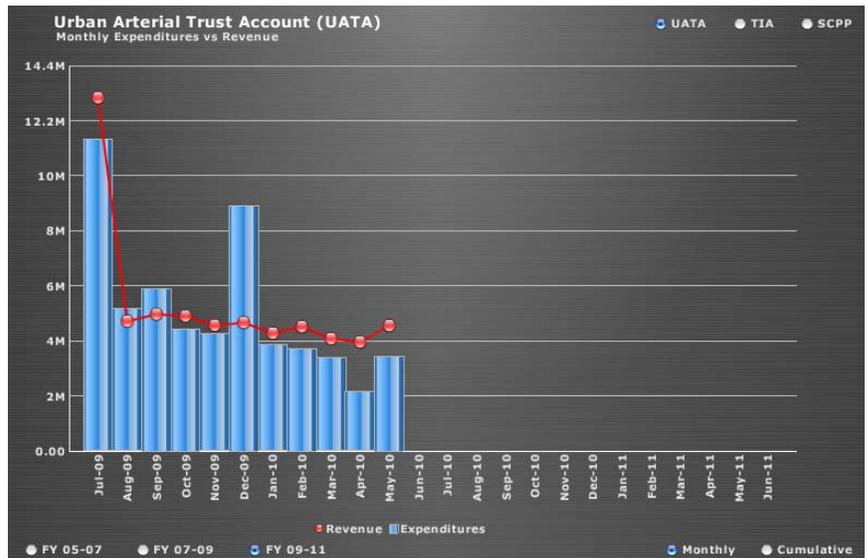
**Example Efficiency Measure: Change in Future Obligation
 (Target: less than or equal to \$0)**



Financial Measures

- Account Balances
- Admin Expenses vs. Allotments
- Bond Debt Reduction
- Demand for Funds
- Expenditures vs. Revenue
- Accounts Payable
- Project Payments vs. Allotments
- Revenue vs. Forecast
- Revenue Forecast Comparison
- Payment Requests vs. Revenue
- Demand vs. Revenue
- Projected Fund Balances

Example Financial Measure: Total Expenditures vs. Revenue



6.0 DETAIL OF SERVICES

Technical Assistance

TIB provides technical assistance to customers regarding the grant application process and management of TIB-supported projects.

TIB Funding Workshops. TIB conducts annual workshops throughout the state in June to provide information on its grant programs, application process, and scoring criteria. They are intended to help client agencies identify successful projects and assemble competitive funding applications.

TIB Academy Training. TIB provides semi-annual training workshops on project reporting requirements and TIB project management practices. These workshops are open to local agency staff and consultants who work on TIB funded projects and are intended to inform participants on how TIB projects develop, steps required throughout the project's life cycle, and documentation required at different project stages.

Ongoing Assistance to Agencies. TIB works with its fund applicants and recipients on an ongoing basis to help agencies put together strong applications and ensure successful delivery of projects. The type of assistance varies depending upon the requesting agency's familiarity with TIB programs and their staff capacity. It typically involves agency visits and consultations

Small City Street Inventory. TIB maintains an inventory of pavement conditions by street segment in small cities. TIB engineers conduct condition assessments, and the agency records and maps the condition ratings, maintaining a schedule of when ratings should be updated. The ratings are then used for project selection under SCPP.

Value Engineering Study Participation. For projects that require value engineering studies (generally those over \$2.5 million), TIB engineers participate in the value engineering process.

Funding Programs

Urban Corridor Program

<p>Description The Urban Corridor Program funds road construction projects to address congestion caused by economic development or rapid growth. Projects may be located in cities with a population of 5,000 or greater, in urban areas within counties, and in Transportation Benefit Districts. Program projects are typically large and often cross jurisdictional boundaries, requiring a great deal of cooperation and coordination. Program funds often leverage other funds.</p>	<p>Who is eligible?</p> <p>Cities</p> <p>Counties</p> <p>Port Districts</p> <p>Transportation Benefit Districts</p> <p>Tribes</p> <p>State Agencies</p> <p>Transit</p> <p>Other</p>
<p>Year Established 1988 Award Type Competitive Grant</p> <p>Cycle Frequency Annual Matching Funds Minimum 10-20%</p> <p style="text-align: right;">Approval Authority TIB</p>	
<p>Eligibility Details</p> <ul style="list-style-type: none"> Must be a county or city with a population of over 5,000 The route must be classified as a principal, minor, or collector arterial Projects must be consistent with any adopted highway high capacity transportation plan, Projects must be partially funded by local government and/or private contributions; minimum local match of 10-20% (determined by the city’s valuation or county’s road levy valuation) 	<p>What projects are eligible?</p> <p>Local Roads</p> <p>State Highways</p> <p>Bridges</p> <p>Railroads</p> <p>Grade Crossings</p> <p>Airports</p> <p>Bicycle Facilities</p> <p>Sidewalks and Crossings</p> <p>Other (Planning & Management)</p>
<p>Evaluation Criteria By rule, the state is divided into three regions, and the Board distributes the total funds across the three regions based on arterial lane miles and population. With regard to individual applications, the evaluation of applications is a scoring process based on points given to factors within the following categories:</p> <ul style="list-style-type: none"> 30 pts Mobility 30 pts Local Support (Funding Partners) 15 pts Growth and Development 10 pts Safety 15 pts Sustainability 	

Selection Process

Projects are scored by TIB engineers against the above criteria. The three regions receive funding allotments based on population and functionally classified lane miles. The top scoring projects within each region are selected, allowing for a cumulative total amount funded in the region approximately equal to that region’s funding allotment.

Funding and Recipients

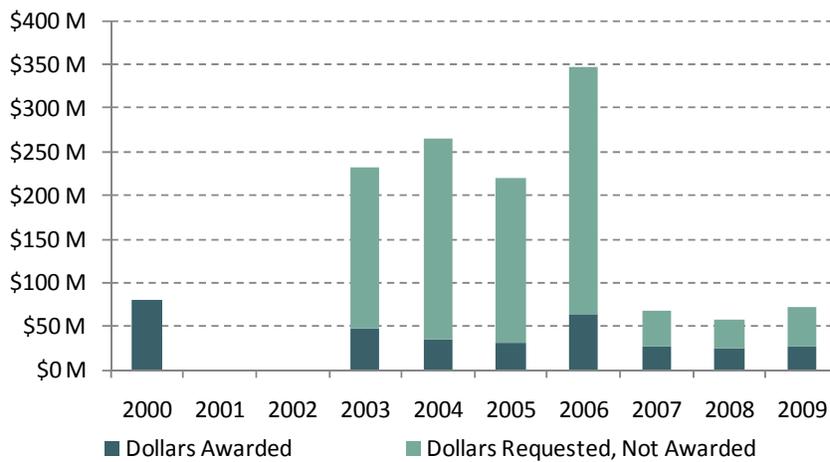
What costs are eligible?

Design

Right of Way

Construction

Dollars Requested and Awarded (YOES)

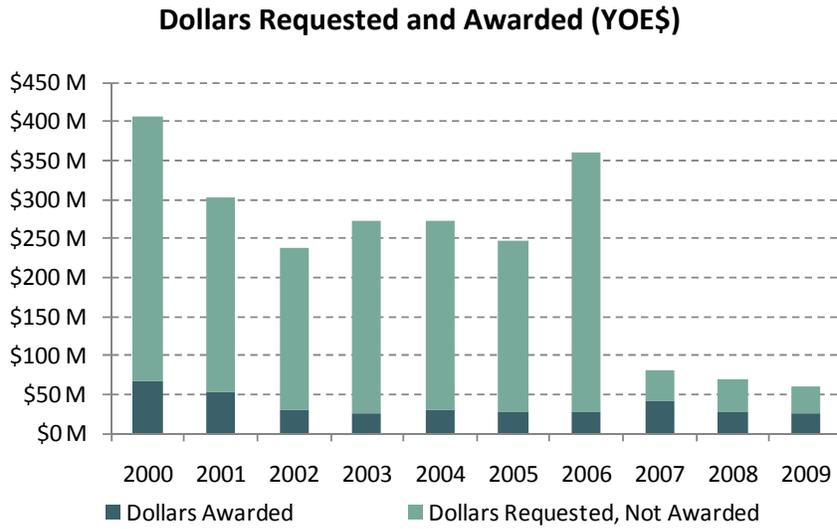


- The Urban Corridor Program receives 1.3 cents from the state’s motor vehicle fuel tax (dedicated funding)
- Approximately 20% of the funds are used to pay debt service on bonds
- Urban Corridor Funds not awarded in 2001 and 2002 as funds were fully committed to debt service payment on bonds

Urban Arterial Program

<p>Description The Urban Arterial Program funds road construction projects for preservation and modernization of the street system with an emphasis on safety (correcting hazards), pavement condition (rebuilding aged infrastructure), and congestion relief. The program was originally administered by TIB’s predecessor agency, the Urban Arterial Board.</p>	<p>Who is eligible?</p> <p>Cities/Towns</p> <p>Counties</p> <p>Port Districts</p> <p>Transportation Benefit Districts</p> <p>Tribes</p> <p>State Agencies</p> <p>Transit</p> <p>Other</p>
<p>Year Founded 1967</p> <p>Cycle Frequency Annual</p> <p>Award Type Competitive Grant</p> <p>Matching Funds Minimum 10-20%</p> <p>Approval Authority TIB</p>	<p>What projects are eligible?</p> <p>Local Roads</p> <p>State Highways</p> <p>Bridges</p> <p>Railroads</p> <p>Grade Crossings</p> <p>Airports</p> <p>Bicycle Facilities</p> <p>Sidewalks and Crossings</p> <p>Other (Transit, Park & Rides)</p>
<p>Eligibility Details</p> <ul style="list-style-type: none"> • Must be a county or city with a population of over 5,000 • Projects must be consistent with any adopted highway high capacity transportation plan, • Projects must be partially funded by local government and/or private contributions; minimum local match of 10-20% (determined by the city’s valuation or county’s road levy valuation). <p>Evaluation Criteria By rule, the state is divided into five regions, and the Board distributes the total funds across the regions based on arterial land miles and population. With regard to individual applications, the evaluation of applications is a scoring process based on points given to factors within the following categories:</p> <ul style="list-style-type: none"> • 45 pts Safety • 20 pts Mobility • 15 pts Pavement Condition • 15 pts Sustainability • 5 pts Local Support (Funding Partners) 	<p>What costs are eligible?</p> <p>Design</p> <p>Right of Way</p> <p>Construction</p>
<p>Selection Process</p> <p>Projects are scored by TIB engineers against the above criteria. The three regions receive funding allotments based on population and functionally classified lane miles. The top scoring projects within each region are selected, allowing for a cumulative total amount funded in the region approximately equal to that region’s funding allotment</p>	

Funding and Recipients

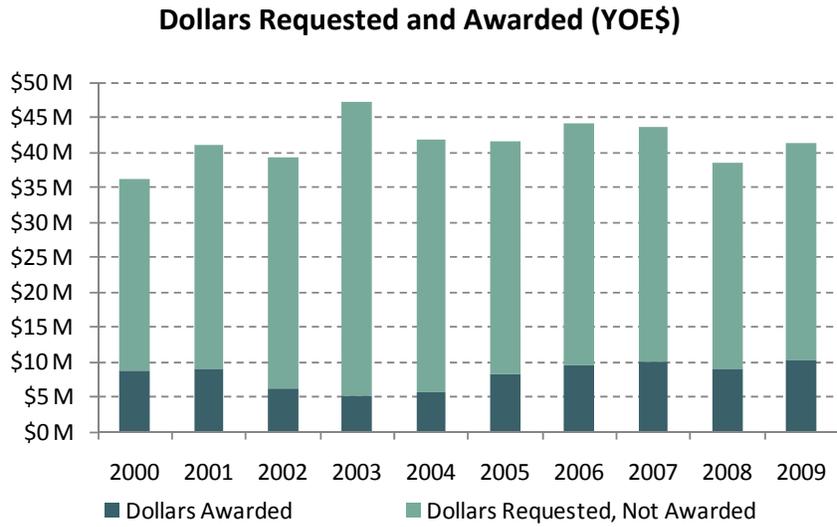


- The Urban Arterial Program receives a portion of the 1.7 cents from the state's motor vehicle fuel tax distributed into the Urban Arterial Trust Account

Small City Arterial Program

<p>Description The Small City Arterial Program provides funds for projects in small cities and towns that expand or improve the arterial road network by addressing the structural condition of the roadway, roadway geometry deficiencies, and safety issues. Prior to 1995, these projects were funded through the Urban Arterial and Urban Corridor Programs</p>	<p>Who is eligible?</p> <p>Cities/Towns</p> <p>Counties Port Districts Transportation Benefit Districts Tribes State Agencies Transit Other</p>
<p>Year Founded 1995 Award Type Competitive Grant</p> <p>Cycle Frequency Annual Matching Funds No</p> <p>Approval Authority TIB</p>	
<p>Eligibility Details</p> <ul style="list-style-type: none"> • Incorporated city or town must have a population less than 5,000. • The arterial must either serve as the logical extension of a county arterial or state highway; serve as a route connecting local traffic generators within the boundary; or act as a bypass or truck route. • There is no matching funds requirement <p>Evaluation Criteria By rule, the Board has grouped the counties into three regions, and the Board distributes the total funds across the three regions based on population ratios. With regard to individual applications, the evaluation of applications is a scoring process based on points given to factors within the following categories:</p> <ul style="list-style-type: none"> • 40 pts Safety • 30 pts Pavement Condition • 30 pts Local Support 	<p>What projects are eligible?</p> <p>Local Roads</p> <p>State Highways Bridges Railroads Grade Crossings Airports</p> <p>Bicycle Facilities</p> <p>Sidewalks and Crossings</p> <p>Other (Drainage)</p>
<p>Selection Process</p> <p>Projects are scored by TIB engineers against the above criteria. The three regions receive funding allotments based on population. The top scoring projects within each region are selected, allowing for a cumulative total amount funded in the region approximately equal to that region’s funding allotment</p>	<p>What costs are eligible?</p> <p>Design</p> <p>Right of Way</p> <p>Construction</p> <p>Other (Mitigation)</p>

Funding and Recipients

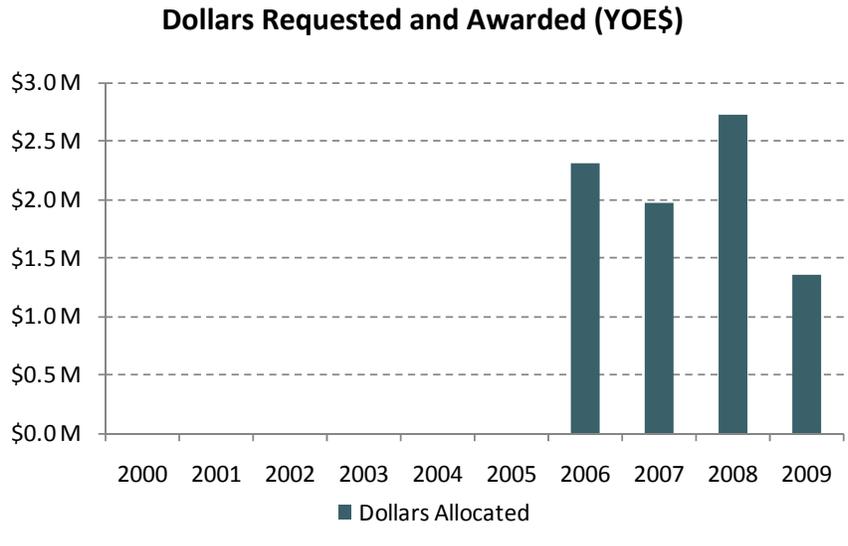


- The Small City Arterial Program receives a portion of the 1.7 cents from the state’s motor vehicle fuel tax distributed into the Urban Arterial Trust Account

Small City Preservation Program

<p>Description The Small City Preservation Program provides funding for rehabilitation and maintenance of the roadway system (chip seal and pavement overlay) in incorporated cities or towns with populations of less than 5,000. The program focuses on timing projects in concert with other nearby road projects in order to reduce the price premium usually paid on small projects and rural projects.</p>	<p>Who is eligible?</p> <p>Cities/Towns</p> <p>Counties Port Districts Transportation Benefit Districts Tribes State Agencies Transit Other</p>
<p>Year Founded 2005</p> <p>Cycle Frequency Annual</p> <p>Award Type Non-competitive Grant</p> <p>Matching Funds Criterion but not required in all instances</p> <p>Approval Authority TIB</p>	<p>What projects are eligible?</p> <p>Local Roads</p> <p>State Highways Bridges Railroads Grade Crossings Airports Bicycle Facilities</p> <p>Sidewalks and Crossings</p> <p>Other</p>
<p>Eligibility Details</p> <ul style="list-style-type: none"> • City or town must have a population less than 5,000. • City or town must meet one or more of the following criteria: <ul style="list-style-type: none"> ○ Has identified a street in a six-year transportation improvement plan or through use of pavement management system ○ Has provided rating information on the proposed street improvement or street network improvement ○ Has provided sidewalk information on the proposed sidewalk system ○ Has provided information on traffic conditions for truck and bus routes and traffic volumes ○ Has the ability to provide a local match that is (1) based upon the city’s assessed valuation, if over \$100 million, (2) includes community involvement and volunteer hours, or (3) shows partnership efforts with other state or federal programs, including mainstreet economic development programs 	<p>What costs are eligible?</p> <p>Design Right of Way Construction</p>
<p>Evaluation Criteria</p> <ul style="list-style-type: none"> • Pavement Condition Rating (Need) • Economy of scale opportunities 	<p>Selection Process</p> <p>Funding is targeted for road maintenance opportunities as determined by greatest need across the state (no regional distributions)</p>

Funding and Recipients

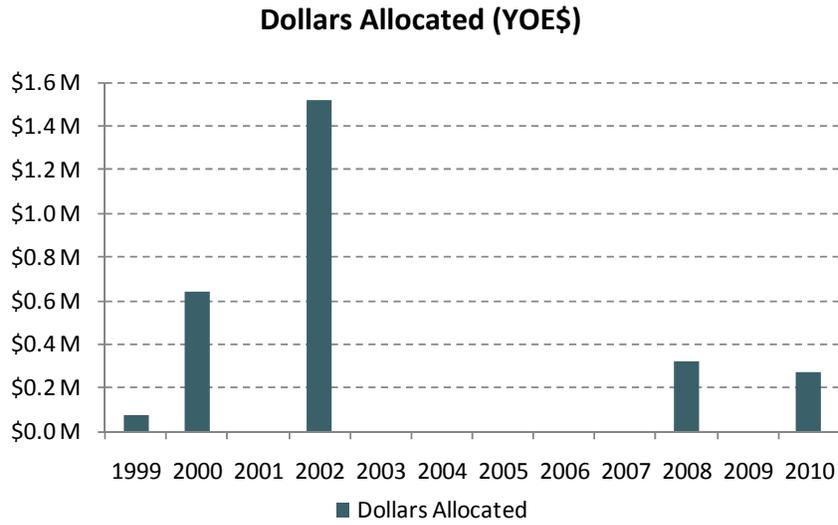


- Funded through the Small City Pavement Preservation and Sidewalk Account

City Hardship Assistance Program

<p>Description Formerly the Road Transfer Program, The City Hardship Assistance Program provides state funding to offset extraordinary road maintenance costs associated with the transfer of responsibility of state highways to cities.</p>	<p>Who is eligible?</p> <p>Cities/Towns</p> <ul style="list-style-type: none"> Counties Port Districts Transportation Benefit Districts Tribes State Agencies Transit Other
<p>Year Founded 1991</p> <p>Cycle Frequency Annual, as needed</p> <p>Award Type Non-competitive Grant</p> <p>Matching Funds Not required</p> <p>Approval Authority TIB</p>	<p>What projects are eligible?</p> <p>Local Roads (formerly State Highways)</p> <ul style="list-style-type: none"> State Highways Bridges Railroads Grade Crossings Airports Bicycle Facilities Sidewalks and Crossings Other
<p>Eligibility Details</p> <ul style="list-style-type: none"> • Pursuant to RCW 47.26.164, eligible cities and towns have a population less than 20,000 and have a net gain in cost responsibility due to jurisdictional transfers • Eligible routes are identified in WAC 479-10-220 	<p>What costs are eligible?</p> <ul style="list-style-type: none"> Design Right of Way Construction Other (Maintenance)
<p>Evaluation Criteria</p> <ul style="list-style-type: none"> • Eligible cities, routes and costs funded up to program funds limit 	
<p>Selection Process</p> <ul style="list-style-type: none"> • City submits a letter of application, including a treatment plan and cost estimate for the project by August 31 of the year prior to treatment 	

Funding and Recipients

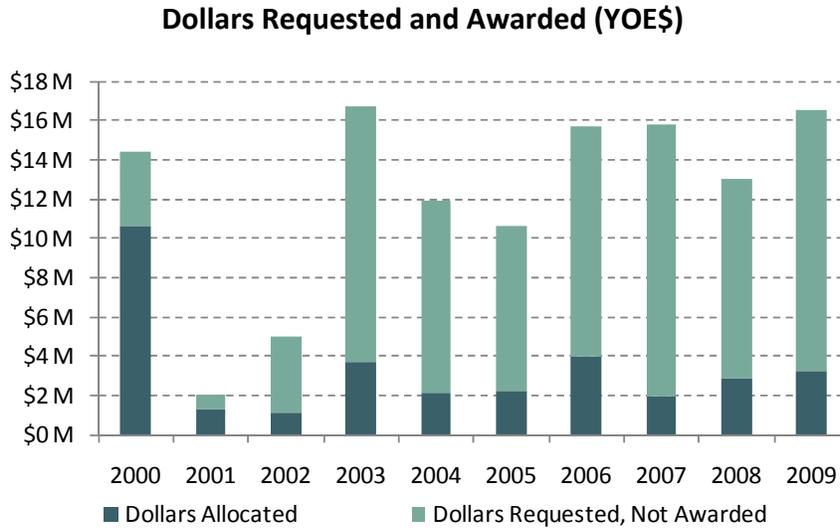


- Funded through Small City Pavement Preservation and Sidewalk Account.
- Any residual CHAP funds remaining at the end of the biennium are spent on small city preservation program projects

Sidewalk Program

<p>Description The Sidewalk Program funds the construction, retrofitting, or replacement of sidewalks to promote pedestrian safety and mobility as a viable transportation choice. There are separate applications and requirements for urban areas and small cities (less than 5,000 population).</p>	<p>Who is eligible?</p> <p>Cities/Towns</p> <p>Counties</p> <p>Port Districts</p> <p>Transportation Benefit Districts</p> <p>Tribes</p> <p>State Agencies</p> <p>Transit</p> <p>Other</p>
<p>Year Founded 1995</p> <p>Award Type Competitive Grant</p> <p>Cycle Frequency Annual</p> <p>Matching Funds Not required</p> <p>Approval Authority TIB</p>	<p>What projects are eligible?</p> <p>Local Roads</p> <p>State Highways</p> <p>Bridges</p> <p>Railroads</p> <p>Grade Crossings</p> <p>Airports</p> <p>Bicycle Facilities</p>
<p>Eligibility Details Incorporated cities and towns, and urban counties are eligible to apply. There are differences in the criteria and matching requirements for urban areas vs. smaller cities (less than 5,000 population). Minimum project requirements are:</p> <ul style="list-style-type: none"> • An urban project must be on a pedestrian route with linkages to a functionally classified route. Small city projects must be on or related to a street on the Board-approved arterial system • The primary purpose of the project must be transportation • The cost of right-of-way acquisition is not eligible • Projects should be scheduled to be completed in 2.5 years or less 	<p>Sidewalks and Crossings</p> <p>Other</p>
<p>Evaluation Criteria By rule, the Board has grouped the counties into three regions. For urban projects, the apportionment of funds to a region is based on population and functionally classified lane miles. Of the funds for small city projects, the apportionment to each region is based on population. With regard to individual applications, the evaluation of applications is a scoring process based on points given to factors within the following categories:</p> <ul style="list-style-type: none"> • 45 pts Pedestrian Safety • 35 pts Pedestrian Access • 10 pts Local Support • 10 pts Sustainability 	<p>What costs are eligible?</p> <p>Design</p> <p>Right of Way</p> <p>Construction</p>
<p>Selection Process</p> <p>Selection process and total funding allotment is separate for small cities and urban projects. TIB engineers score projects against the above criteria. The top scoring projects within each region are selected, allowing for a cumulative total amount funded in the region (and for urban vs. small city programs) approximately equal to that region’s and program’s funding allotment</p>	

Funding and Recipients



- The Sidewalk Program receives a portion of the 1.7 cents from the state’s motor vehicle fuel tax distributed into the Urban Arterial Trust Account

7.0 SUCCESSES AND CHALLENGES

Interviews with agency staff highlighted the following successes and challenges.

TIB Performance Management Dashboard. The TIB dashboard is a model that is being replicated across the country. It has received many awards including the 2008 Government Finance Officers Association Award for Excellence, the Council of State Governments 2008 Innovations Award, and the 2008 Washington State Quality Award. It has allowed the agency to greatly improve its financial performance and the delivery of timely, fully-funded projects. Since implementation, the length of time for a local government to receive payment has dropped from 5 months to 17 days, and delayed projects have dropped 70% (saving millions of dollars in public funds due to construction cost inflation).

Streamlined Programs. TIB successfully transitioned the Route Jurisdiction Transfer Program to the Washington State Transportation Commission as it was not a funding program, like TIB's other programs.

New Executive Director. As of July 16, 2010, TIB will need to replace Stevan Gorcester, its Executive Director since 2001. Stevan was pivotal in improving the agency's performance and establishing the dashboard. While his process improvements have left the agency "rigged for running," his successor will need to continue the strong performance management Stevan brought to the agency.

Reduction in Delayed Projects. The number of delayed projects has gone down from 197 in 2002 to just 24 currently.

Small City Roadway Mapping. TIB engineers have mapped and rated all 1,600 miles of small city roadway segments. This has created a wealth of available information to help make informed decisions about how to best spend maintenance money.

The Red Town Initiative. In 2008 TIB, using the information in the small city street inventory database, identified small towns with the worst overall road conditions. These towns, which would normally receive a few small grants, were targeted and give extra funds in order to bring their average score up to the statewide average.

WSDOT Partnership for Small City Maintenance Projects. TIB has successfully partnered with WSDOT to bring economies of scale to small city maintenance projects. In the past, a WSDOT work crew working on a state highway would stop work at a town line. Now, when possible, TIB will partner with WSDOT to have work done in the town as well. This greatly reduces costs, since WSDOT can buy materials at a lower cost, and because the costs of mobilization and equipment are lower under WSDOT than if the local agency did the project on their own.

JTC Efficiencies in the Delivery of Transportation Funding & Services to Local Government

WSDOT Highways & Local Programs Profile

1.0 GENERAL AGENCY INFORMATION

Purpose WSDOT’s mission is to keep people and business moving by operating and improving the state’s transportation systems vital to our taxpayers and communities. As a division within WSDOT, Highways and Local Programs (H&LP) assists in the successful delivery of transportation projects by providing educational, technical, and financial support to cities, counties, and other transportation partners such as tribal governments, ports, and transit agencies.

Under the Federal Highway Administration’s (FHWA) Federal-Aid Stewardship Agreement with WSDOT, H&LP serves as the steward of the FHWA funding that goes to public agencies throughout the state by administering and managing federal funds from project development through construction administration.

Summary of Services and Functions

Oversight

Highways and Local Programs serves several regulatory and oversight roles, submitting the Statewide Transportation Improvement Program to the Federal Highway Administration and Federal Transit Administration, functioning as Certified Agency (CA) and monitoring local agency CA status, supporting an asset management program, management of the freight mobility capital program, and ensuring local compliance per federal regulations. Statutory requirements identify H&LP the oversight role for the design standards for city and county roads. Additional details are provided in Section 6.0.

Technical Assistance

WSDOT’s Highways and Local Programs provides substantial technical assistance to local governments, ranging from planning and design assistance to supporting local compliance with the regulations and requirements associated with federal funds. H&LP also has a Local Technical Assistance Program (LTAP) that provides a coordinated technology transfer program that is responsible to local agencies in partnership with WSDOT and FHWA. LTAP’s goal is to enhance the technical and management skills of local agencies so that they can use resources more efficiently and effectively. Additional details are provided in Section 6.0.

Who does it serve?

Cities/Towns

Counties

Port Districts

Transportation

Benefit Districts

Tribes

State Agencies

Transit

Other (Schools)

Funding Programs

WSDOT performs four distinct business functions based on the types of funding associated with each program.

1. Federal Pass-Through Funding

H&LP allocates **Surface Transportation Program (STP)**; **STP Transportation Enhancement (TE)**; and **Congestion Mitigation/Air Quality (CMAQ)** federal funds to Transportation Management Areas, Metropolitan Planning Organizations (MPO), Regional Transportation Planning Organizations (RTPO), and county lead agencies that select projects based upon regional priorities.

This category also includes various discretionary earmarks selected by congressional delegates, including Scenic Byways, Public Lands Highways, and the Transportation Community, System and Preservation Program and others. For all of these projects, H&LP has the responsibility to provide project oversight to individual recipient agencies.

2. Program Management Federal Funding

H&LP has responsibility for selection authority and management of federal bridge and safety programs. These programs fund projects based solely upon data, with WSDOT inviting eligible agencies to participate in the solicitation for the funding available. Submitted projects are field reviewed to verify the information provided and to ensure the appropriate solution is implemented. After projects are selected, H&LP provides project oversight to recipient agencies.

Bridge Program. The primary objective of this program is to enhance travel safety through the replacement and rehabilitation of bridges owned by cities and counties that are physically deteriorated and are structurally deficient or functionally obsolete.

Highway Safety Improvement Program. The goal of this program is to reduce highway fatalities and disabling injuries. The *Washington State Strategic Highway Safety Plan: Target Zero* identifies Washington's traffic safety needs and guides investment decisions to achieve fatality and injury reductions. The program includes set-aside funding for High Risk Rural Roadways and Railway-Highway Grade Crossings. These programs are designed to reduce collisions using low-cost, near-term solutions.

3. State Grant Management

H&LP provides the program and project oversight of legislatively-selected projects funded primarily with state funds and periodically supplemented with federal funds. Pedestrian and Bicycle Safety and Safe Routes to School project submittals are field reviewed to ensure the appropriate solution are implemented. Prioritized lists of projects for each program are submitted to the legislature for final selection. After projects are selected, H&LP provides project oversight to recipient agencies.

Pedestrian and Bicycle Safety Program*. These State-funded grants were established to address the nearly 400 statewide fatal and injury collisions involving pedestrians and bicycles each year. Funded projects may also support increased

* While the Pedestrian and Bicycle Safety Program and the Safe Routes to School Program are identified as one program in the state budget, they function as separate programs.

mobility and encourage more people to bicycle and walk.

Safe Routes to School Program*. This state program (supplemented by federal funds) finances projects that provide children with a safe, healthy alternative to riding the bus or being driven to school. Funded projects involve engineering solutions, education, and enforcement programs within two miles of primary and middle schools.

County Ferry Operations This program provides state subsidies for four county ferry operations. Per RCW 47.56.720, H&LP provides a subsidy for the operating expenses of the Puget Island Ferry that is operated by Wahkiakum County. The amount of this subsidy is 80% of the county's monthly operating deficit, subject to an appropriated limit of \$1,000,000 per biennium. In accordance with RCW 47.56.725, H&LP works with the County Road Administration Board (CRAB) to manage the distribution of \$1,000,000 per biennium for the county ferry operations. The appropriation is distributed evenly on a pro rata basis to Pierce, Wahkiakum and Skagit counties based on their relative shares of their annual ferry system operating losses.

4. One-Time Projects and Programs

In addition to the ongoing programs described above, H&LP may be charged with managing projects established through federal or state earmarks, as well as one-time or occasional programs.

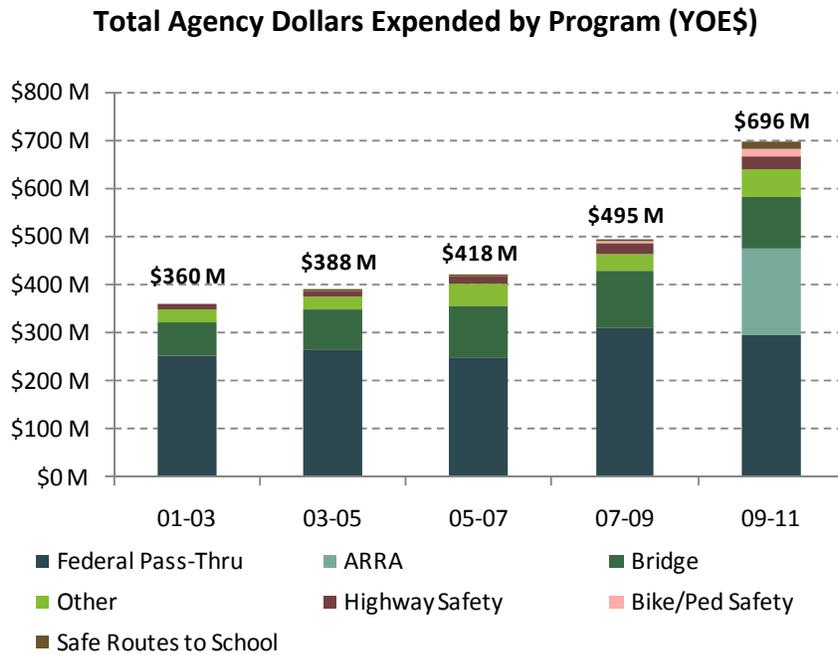
Passenger-Only Ferry Grant Program. The purpose of this program was to provide operating or capital grants for passenger-only ferry services operated by county ferry districts or public transportation benefit areas. The program was funded for the 2007/09 biennium *only* with the specific goals of the continuation of passenger-only ferry service on the Seattle-Vashon Island route, the restart of the Seattle-Kingston routes, and/or the start up of new passenger-only services elsewhere.

2.0 AGENCY HISTORY AND INTENT

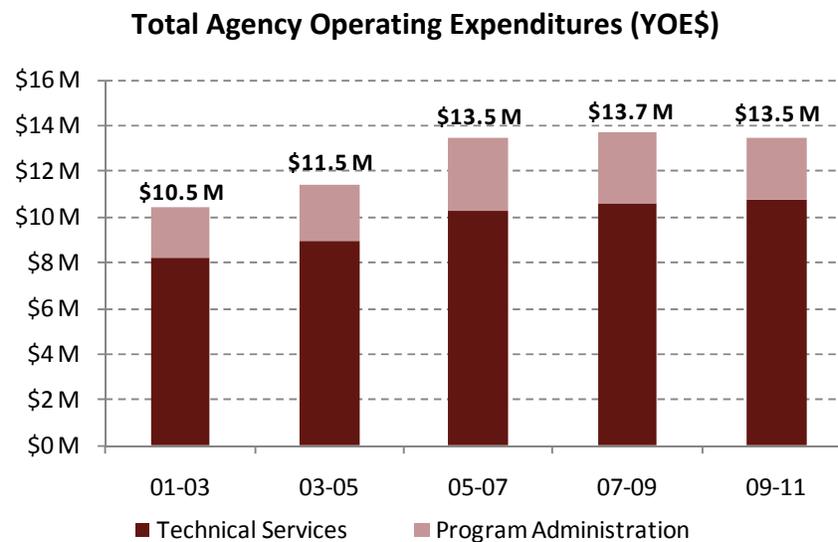
<p>Established 1905</p>	<p>Authorizing Legislation Secondary Highway Law (passed in 1933) Federal Highway Code (passed in 1937)</p>
<p>Agency Evolution</p> <p>1905 The State Highway Department was created by legislative action</p> <p>1933 WSDOT State Aid Division – counties</p> <p>1937 WSDOT State Aid Division – counties and cities</p> <p>1937 Established the Director of Highways</p> <p>1979 WSDOT State Aid was the first in the nation to implement Local agency Certification Acceptance (CA) program, delegating major project approval authority to qualified cities and counties</p> <p>1995 WSDOT TransAid Division (name changed to align with department direction)</p> <p>2000 WSDOT Highways & Local Programs Division (name changed to align with department direction)</p> <p>2005 The Federal Highway Administration’s Safe Routes to School Program was established</p> <p>2005 The State’s Pedestrian and Bicycle Safety and Safe Routes to School Program was established</p>	<p>Background Context</p> <p>The federal Secondary Highway Law specified that counties could use their share of the gasoline tax for maintenance and construction of county roads but only under the supervision of the state. Chapter 187 relates to the administration of county roads and covers the matter of state aid to counties and cities.</p> <p>The Federal Highway Act, passed in 1956, increased funding to counties by 40%.</p> <p>Successive Federal Transportation Acts provide guidance and funding allocations relevant to H&LP efforts. Reauthorization of the 2004-09 SAFETUA-LU Act has been extended to December 2010.</p> <ul style="list-style-type: none"> • The 1992-1997 Intermodal Surface Transportation Efficiency Act (ISTEA) (passed in 1991) • 1998-2003 Transportation Equity Act for the 21st Century (TEA-21) (passed in 1998) • 2004-09 Safe, Accountable, Flexible, Efficient Transportation Equity Act – A Legacy for Users (SAFETEA-LU) (passed in 2005) <p>The American Recovery and Reinvestment Act (ARRA) was signed into law in 2009, with nearly \$50 billion in funding for transportation infrastructure nationwide. Of the \$492 million received by Washington State for highway purposes, \$152 million was distributed by H&LP to local governments through the Metropolitan Planning Organizations and a Local Oversight Accountability Panel.</p>

3.0 AGENCY FUNDING AND RECIPIENTS

Funding History and Sources



- Most funding dollars flowing through H&LP are federal, ranging from approximately 84% in the 01-03 biennium to 93% in the 07-09 biennium
- Of H&LP’s standing programs, only the Pedestrian and Bicycle Safety Program and Safe Routes to School are state-funded, with other programs constituting federal pass-throughs
- “Other” includes appropriated federal and state earmarks and one-time or expired programs
- H&LP’s total appropriated 09-11 budget is \$750 million, of which \$55 million is dedicated to FMSIB and is not included in this chart.



- H&LP operating costs are covered through budgeted appropriations and unappropriated funds

Current snapshot of projects

- 1,239 active projects by program, including:
 - 295 STP Regional
 - 168 ARRA projects
 - 114 Enhancement projects
 - 94 CMAQ projects
 - 86 Emergency Relief projects
 - 70 Bridge projects
 - 64 SAFETEA-LU high priority projects
 - 47 Bike/Ped projects
 - 43 Safe Routes to School projects
 - 42 Highway Safety Improvement Programs
- In February 2009, President Barack Obama signed into law the American Recovery and Reinvestment Act (ARRA). Transportation projects began in 2009 and will continue for several years as this stimulus funding is expended. Washington received about \$492 million of ARRA money for highway purposes. Of that, \$340 million was set aside for state transportation projects, with an emphasis on repaving and preservation. The remaining \$152 million was distributed by H&LP to local governments through the Metropolitan Planning Organizations and a Local Oversight Accountability Panel. In addition, a local agency received \$30 million through the National ARRA Transportation Investments Generating Economic Recovery (TIGER) discretionary grant program.

Projects Completed by Program

Number of Projects Completed by Biennium (2001-2011)

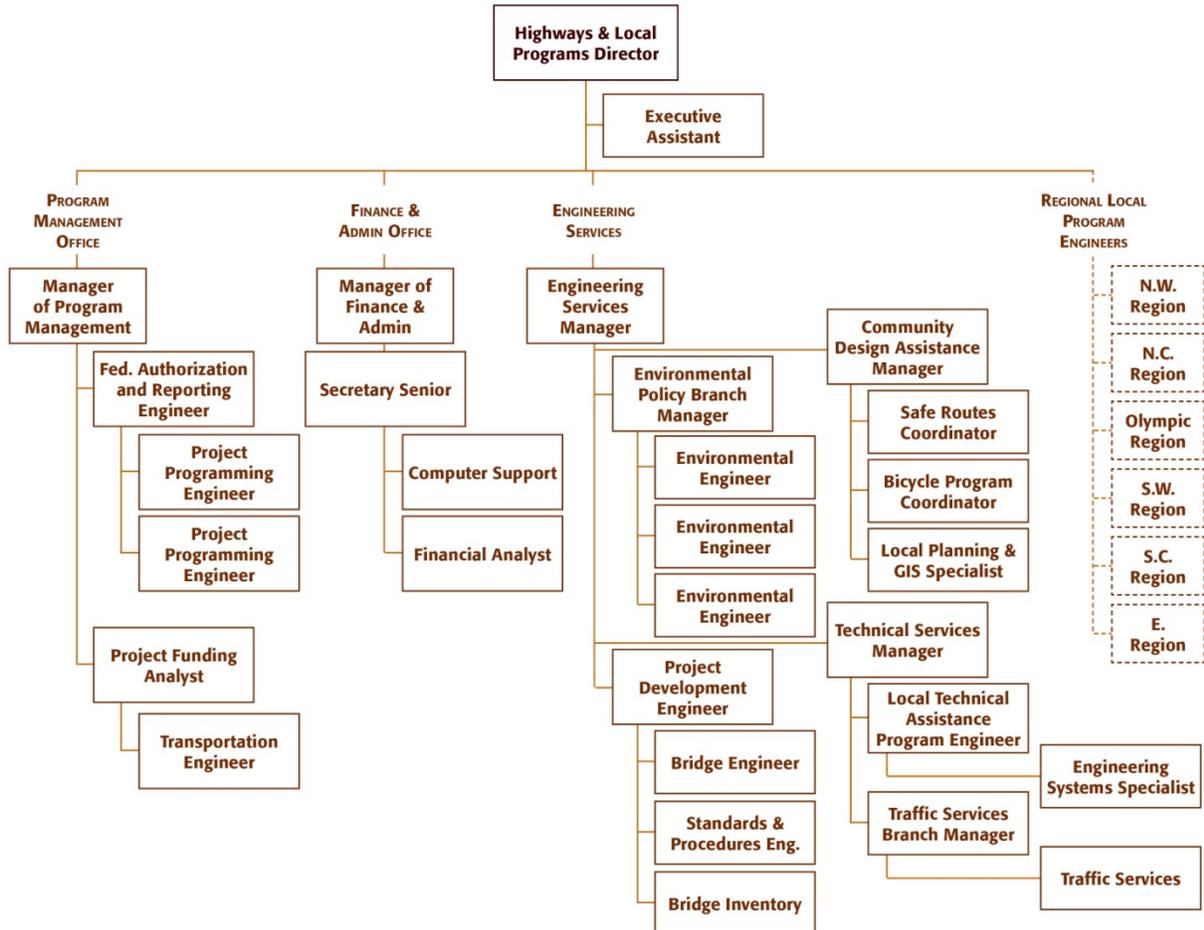
	01-03	03-05	05-07	07-09	09-11	Total
ARRA	-	-	-	-	26	26
Bridge	75	57	99	60	23	314
Safety	65	118	108	75	31	397
Federal Pass-Throughs	297	385	304	286	193	1,465
Bike & Pedestrian Safety	-	-	3	1	10	14
Safe Routes to School	-	1	6	15	4	26
Total	437	561	520	437	287	2,242

4.0 AGENCY ORGANIZATION AND GOVERNANCE

Staffing and Organization

- 55.5 FTE

Staff Organization Chart



5.0 AGENCY PERFORMANCE MANAGEMENT TOOLS

Agency wide performance reporting is a high priority at WSDOT. Although The Gray Notebook is the agency's main performance assessment, reporting, and communication tool, there are many other related accountability and performance products available. H&LP is responsible for certain objectives in the Strategic Plan, Gray Notebook and the Governor's Attainment Report.

Gray Notebook. WSDOT's primary performance report for the department's program and project activities, is published quarterly and serves to crosswalk performance with six legislative policy goals. H&LP provides the local details for reporting in WSDOT's Gray Notebook.

Business Directions: WSDOT's 2009-2015 Strategic Plan. The Department's Strategic Plan is based on the pursuit of six statutory transportation goals: safety, preservation, mobility, environment, stewardship, and economic vitality. Within this departmental plan, H&LP supports a specific set of initiatives. For example, the H&LP strategy as it relates to the safety goal and the related objective of Highway Safety is to work with partners, including the Federal Highway Administration, Washington State Traffic Safety Commission, Washington State Patrol, and local agencies, to identify and address high priority highway safety needs. Two examples of specific tasks assigned to H&LP that are associated with these strategies are to develop a linear referencing system for city streets and to provide mitigation actions to reduce scour impacts on bridges. In a similar manner, H&LP has been assigned actions or tasks that are dependent on an associated strategy for each of the other agency goals.

Transportation Policy Goals & Attainment

RCW 47.01.012 requires the establishment and measurement of transportation policy goals related to preservation, safety, mobility, and the environment. The Transportation Progress Report (or Attainment Report) was established in 2007 as a way for WSDOT, other state transportation agencies, and the Office of Financial Management to report on their progress to the Legislature.

FHWA Performance Reports. Local agencies receive approximately 40% of the FHWA funds provided to Washington State. H&LP has a critical role to ensure the federal requirements are met and local agency successes are reflected as part of the annual FHWA performance report for Washington that is provided to WSDOT's Secretary of Transportation. These short reports are posted online and reflect that WSDOT has "complied with federal laws and regulations in expending the federal-aid highway funds allocated to the State of Washington on state and local agency projects."

6.0 DETAIL OF SERVICES

Oversight Functions

Certified Agency Status. Federal funding must be administered by a Certified Agency (CA). In the case of non-CA agencies, WSDOT will help connect with another agency (sometimes the county) that is willing to serve as a CA, or WSDOT Region Local Programs engineers themselves will fill the role. When WSDOT serves as CA for the recipient, a memorandum of understanding is developed between the agency and WSDOT. Local Program engineers do document reviews for all federal aid projects as part of the stewardship role for ensuring federal compliance.

WSDOT staff monitors programs and review each agency every three years to ensure reasonable federal compliance, providing a summary of findings to the federal government. H&LP has the authority to revoke CA designation from a local jurisdiction that is not in compliance with minimum requirements.

Compliance. As the distributor of federal funding, H&LP plays a significant compliance role because the federal government holds the agency accountable. For example, H&LP is responsible to ensure local projects comply with design standards, the national Environmental Protection Act, right of way, bridge inspections, contract compliance, construction documentation, Davis-Bacon wage rates, Disadvantaged Business Enterprises (DBE) requirements, and the Americans with Disabilities Act.

Bridge Inspections. H&LP is responsible for ensuring local agencies are in compliance with federal mandates for bridge inspection. This assures statewide ability to receive local federal bridge funds, as well as the safety for the users of these transportation links. H&LP provides reports to the **County Road Administration Board (CRAB)** on the status of the local bridge system. H&LP is also responsible for the certification of local agency bridge inspectors.

FHWA Reporting. H&LP is required to provide annual reports to FHWA regarding CA documentation, bridge condition, DBE, etc. as described in the Stewardship Agreement.

Statewide Transportation Improvement Program (STIP). Prepares and submits the Statewide TIP to the Federal Highway Administration and Federal Transit Administration.

Legislative Reporting. As required by the state legislature, local agencies funded by the Pedestrian Bicycle Safety and Safe Routes to School programs report through H&LPs quarterly project reporting (QPR) database available online at <http://www.wsdot.wa.gov/localprograms/ProgramMgmt/QPR.htm>. This reporting is utilized in budget development and to ensure project delivery of the programs.

WSDOT Reporting. H&LP is required to report the condition of bridges and safety/accident data for in the Attainment Report and WSDOT Gray Notebook. In addition, H&LP provides the condition of local arterials to help the locals develop an asset management program supporting the OFM Attainment Report for preservation. H&LP requires all projects selected by H&LP to report quarterly on the progress of their projects through the QPR online database to ensure project delivery of the programs.

Technical Assistance

Region Local Programs Engineer (RLPE) Technical Assistance. RLPE provide day-to-day assistance to local agencies funded through H&LP for all aspects of project delivery from scoping, design, environmental, right of way, and construction standards and requirements, through project close out.

Bicycles and Pedestrians. Provides guidance on pedestrian and bicycle safety and mobility concerns.

Bridge Technical Services. Provides training and education to local agencies to assist them in understanding how to apply, follow, and use national and state bridge inspection standards. Also provides manuals and resources related to the maintenance and upkeep of bridges and is responsible for the oversight of federal standards and reporting requirements and certification of local agency bridge inspectors.

Community Planning and Development. Provides planning and preliminary design services to local agencies and other transportation partners to help create more livable communities and address interconnections among community transportation, revitalization, and sustainability.

Local Agency Guidelines (LAG) manual. Assists Washington’s public agencies to plan, design, construct, and maintain transportation facilities by informing them of the processes, documents, and approvals necessary to obtain FHWA funds for transportation projects.

Local Agency Traffic Services. Serves as a contact point between local agencies and governments and citizens, WSDOT, and FHWA. Assists with planning, design, construction, safety, and maintenance and operations issues, advances projects, and promotes the sharing of information.

Local Technical Assistance Program (LTAP). A federally funded technology transfer program that helps local governments increase their transportation expertise (including planning, design, construction management, safety, etc.) by providing a channel for materials prepared at the national level for local use, promoting the effective use of research findings and innovations, and meeting the needs of transportation personnel in local governments with tailored resource materials.

Pavement Services. Provides local agencies with technical support and inventory management data software on an annual basis, including pavement management and pavement preservation. Hosts a listserv with questions and answers, as well as a webpage with links to National Highway Institute web-based training.

Safe Routes to School. Assists communities, schools, and school districts with identifying walking and bicycling issues, as well as potential engineering, educational, and enforcement solutions. This no-cost technical assistance is provided to past, current, and future Safe Routes to School funding recipients, applicants, and interested communities.

Scenic Byways. Assists local communities and organizations in developing Scenic Byway Corridor management plans and projects.

Funding Programs:

1. Federal Pass-Through Funding

Surface Transportation Program; Transportation Enhancement Program; and the Congestion Mitigation/Air Quality Program

Description There are several federal programs included in this category, as well as discretionary earmarks selected by Congress. Federal program funds are allocated on a per-population basis by H&LP to MPOs, RTPOs, and county lead agencies for distribution. Each selection body evaluates proposals, prioritizes and selects projects based on their regional priorities.

The **Surface Transportation Program (STP)** provides flexible funding that may be used by states and localities for projects on any federal-aid highway, including the National Highway System, bridge projects on any public road, transit capital projects, and intracity and intercity bus terminals and facilities. A portion of funds reserved for rural areas may be spent on rural minor collectors.

The **Transportation Enhancement (TE) program** funds projects that allow communities to strengthen the local economy, improve the quality of life, enhance the travel experience for people traveling by all modes, and protect the environment.

The **Congestion Mitigation/Air Quality (CMAQ) program** funds projects and programs in air quality non-attainment and maintenance areas for ozone, carbon monoxide, and small particulate matter which reduce transportation-related emissions.

In addition to these standing programs, this category includes several discretionary programs that provide funds to improve transportation systems nationwide. These decisions are based upon congressional action and included in the annual appropriation acts.

Year Founded 1992	Award Type Allocation based on % of population
Cycle Frequency depends on the MPOs, RTPOs and county lead agencies selection process	Approval Authority MPOs, RTPOs and county lead agencies; project listings are outlined in the Federal STP Project Selection summary

Who is eligible?

- Cities/Towns**
- Counties**
- Port Districts**
- Transportation Benefit Districts
- Tribes**
- State Agencies**
- Transit**
- Other**

What projects are eligible?

- Local Roads**
- State Highways**
- Bridges**
- Railroads
- Grade Crossings**
- Airports
- Bicycle Facilities**
- Sidewalks and Crossings**
- Other (Environmental Protection, Land/ Historic Preservation, Basic Infrastructure)**

What costs are eligible?

- Design**
- Right of Way**
- Construction**

Eligibility Details

- Projects on any federal aid highway, and including new construction or reconstruction of roads and bridges, transit capital projects, highway and transit safety improvements, etc., that are consistent with achieving regional priorities.
- Projects that relate to surface transportation such as: facilities for pedestrians and bicycles; safety and educational activities for pedestrians and bicyclists; acquisition of scenic easements and scenic or historic sites; landscaping and other scenic beautification; historic preservation; rehabilitation of historic transportation buildings, structures, or facilities; preservation of abandoned railway corridors; control and removal of outdoor advertising; archaeological planning and research; environmental mitigation; and the establishment of transportation museums
- Projects for planning and air quality monitoring; bicycle and pedestrian facilities and programs; traffic monitoring, management, and control operations; and highway and transit maintenance and reconstruction projects with an emphasis on diesel retrofit where projects reduce transportation-related emissions

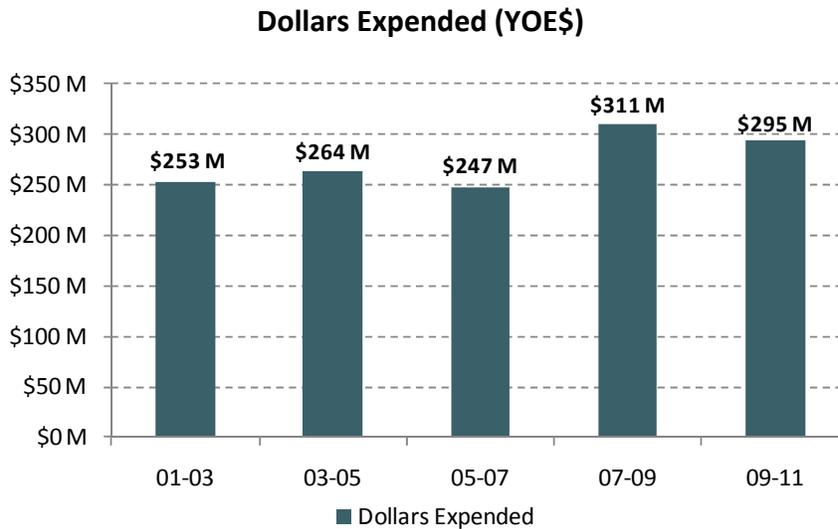
Evaluation Criteria

- Each regional organization develops its own criteria consistent with its regional priorities and relates to the types of eligible projects. Evaluation criteria vary across the state due to the diverse needs of the areas and reflect the regional priorities of each MPOs, RTPOs, and county lead agencies.

Selection Process

Each regional organization has its own competitive project application, prioritization and selection process.

Funding and Recipients



- Program funding comes from federal sources and is allocated on a per-population basis by H&LP to MPOs, RTPOs, and county lead agencies for distribution

Performance Measurement

- H&LP has set performance targets for the Federal Pass-Through funds as follows:
 - 90% delivery of the Statewide STP and CMAQ programs based on percentage obligated versus total allocated. As a state locals have met this target for each of the past four years:

2006	2007	2008	2009
90.8%	92.4%	93.0%	95.8%

- Each quarter, the FHWA analyzes delivery of authorized federal projects in its Quarterly Inactive Report. H&LP has a goal of less than \$15 million. For the past 6 quarters H&LP has reported the following:

Dec-08	Mar-09	Jun-09	Sep-09	Dec-09	Mar-10
\$9.7 million	\$10.4 million	\$16.7 million	\$16.1 million	\$10.2 million	\$9.5 million

Funding Programs:

2. Program Management Federal Funding

Federal Highway Bridge Program

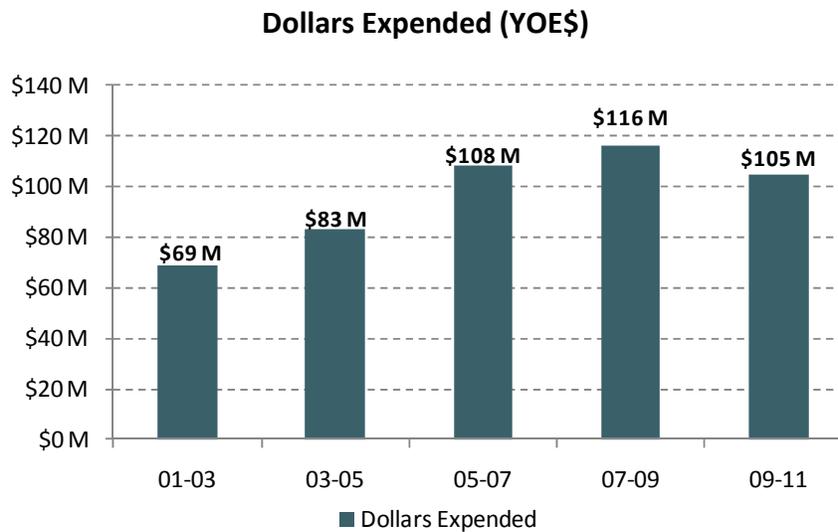
<p>Description The primary objective of the Federal Highway Bridge Program is to enhance travel safety through replacement and rehabilitation of bridges owned by cities and counties that are physically deteriorated and are structurally deficient or functionally obsolete.</p>		<p>Who is eligible?</p> <p>Cities/Towns</p> <p>Counties</p> <p>Port Districts</p> <p>Transportation Benefit Districts</p> <p>Tribes</p> <p>State Agencies</p> <p>Transit</p> <p>Other</p>
<p>Year Founded 1956</p> <p>Cycle Frequency At WSDOT’s discretion, not more frequently than annually</p>	<p>Award Type Call for projects by invitation only</p> <p>Approval Authority WSDOT Highways & Local Programs Division Director</p> <p>Match 20%</p>	
<p>Eligibility Details</p> <ul style="list-style-type: none"> Local agencies must inventory their bridges according to federal standards and state law. Eligible projects include total replacement of a deficient bridge in the same location or the same general corridor, removal of a deficient bridge and provision of alternate access, or rehabilitation or replacement of major structural pieces that extend the life of a bridge. Bridges replaced using program funds are not eligible for additional funding for 10 years; bridges rehabilitated using program funds are not eligible for additional funding for 15 years. 		<p>What projects are eligible?</p> <p>Local Roads</p> <p>State Highways</p> <p>Bridges</p> <p>Railroads</p> <p>Grade Crossings</p> <p>Airports</p> <p>Bicycle Facilities</p> <p>Sidewalks and Crossings</p> <p>Other</p>
<p>Evaluation Criteria</p> <ul style="list-style-type: none"> Projects are prioritized by the type of solution (replacement, rehabilitation, or major maintenance), the condition of the bridge, and the local agency’s ability to implement the project. WSDOT is focusing on funding local agency bridges that are classified as structurally deficient with a sufficiency rating of 50 or less based on the bridge data when submitted. Local agencies should assume that replacement and rehabilitation projects will require a 20% local match. 		<p>What costs are eligible?</p> <p>Design</p> <p>Right of Way</p> <p>Construction</p>

Selection Process

Based on conditions identified through federal bridge inspection requirements, WSDOT invites participation by jurisdictions with qualifying projects.

All proposals are field reviewed to ensure that they are complete and eligible for funding. An advisory group evaluates proposals based on project selection criteria, prioritizes projects, and submits recommendations to the WSDOT H&LP Director for final funding decisions on local awards.

Funding and Recipients



- Program funding comes from federal sources

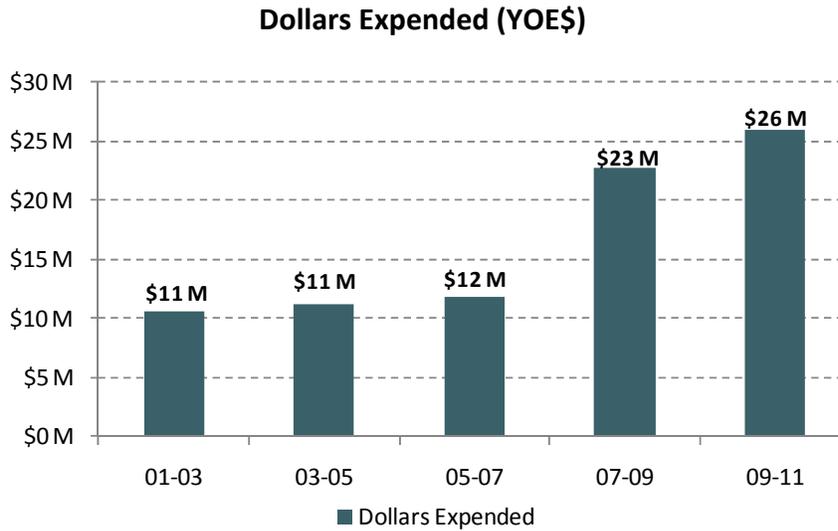
Performance Measurement

- H&LP's supporting role to WSDOT regarding the Federal Bridge Program is to provide information on bridge conditions for all locally-owned bridges. The information supplements WSDOT-owned bridges and is incorporated in the Attainment Report and WSDOT's Gray Notebook to reflect bridge conditions across the state.
- Local agencies are required to report quarterly through the H&LP on-line Quarterly Project Reports database. The information provided is utilized to ensure delivery of the projects, identify unforeseen delays the project has experienced, and note project successes.

Highway Safety Improvement Program and High Risk Rural Roads Program

<p>Description The goal of this federal program funded through SAFETUA-LU (the 2004-09 Federal Transportation Act) is to make significant progress in reducing highway fatalities and disabling injuries. The program includes set-aside funding for high risk rural roadways and railway-highway grade crossings.</p>		<p>Who is eligible?</p> <p>Cities/Towns</p> <p>Counties</p> <p>Port Districts</p> <p>Transportation Benefit Districts</p> <p>Tribes</p> <p>State Agencies</p> <p>Transit</p> <p>Other</p>
<p>Year Founded 2004</p> <p>Cycle Frequency Annually</p>	<p>Award Type Call for projects by invitation only</p> <p>Approval Authority WSDOT Highways & Local Programs Division</p>	
<p>Eligibility Details</p> <ul style="list-style-type: none"> Eligible projects are identified in the State Highway Safety Improvement Plan (Target Zero) and the call for projects is by invitation only Projects must achieve a significant reduction in fatalities and serious injuries on public roads by utilizing strategies identified in the Highway Safety Improvement Plan (Target Zero) 		<p>What projects are eligible?</p> <p>Local Roads</p> <p>State Highways</p> <p>Bridges</p> <p>Railroads</p> <p>Grade Crossings</p> <p>Airports</p> <p>Bicycle Facilities</p> <p>Sidewalks and Crossings</p> <p>Other (Education and Enforcement)</p>
<p>Evaluation Criteria</p> <ul style="list-style-type: none"> The degree to which projects reduce fatalities and serious injuries 		
<p>Selection Process</p> <p>WSDOT issues a call for projects via an invitation to local agencies with fatal and serious injury collisions identified in Target Zero update that meet specific crash criteria.</p> <p>All eligible projects submitted are field reviewed by qualified highway safety staff to fully understand existing operations and potential benefit of proposed projects.</p> <p>H&LP staff working with each city or county proposing a project develop a set of proposals for final decision making by the Director of Highways and Local Programs.</p> <p>The WSDOT H&LP Director approves final funding decisions on local awards.</p>		<p>What costs are eligible?</p> <p>Design</p> <p>Right of Way</p> <p>Construction</p>

Funding and Recipients



- Program funding comes from federal sources

Performance Measurement

- H&LP's supporting role to WSDOT for the "safety" measurement is to provide three year analysis data of projects completed with federal safety funds. A Highway Safety Improvement Program performance measure is provided through the Attainment Report and WSDOT's Gray Notebook to reflect the changes in accident history.
- Local agencies are required to report quarterly through the H&LP on-line Quarterly Project Reports database. The information provided is utilized to ensure delivery of the projects, identify unforeseen delays the project has experienced, and note project successes.

Funding Programs:

3. State Grant Management

Pedestrian and Bicycle Safety Program

Description This program is designed to aid public agencies in funding safety projects that improve pedestrian and bicycle safety at accident locations for at-risk groups (children, the elderly, people with disabilities), complete existing bicycle lanes and sidewalks, or provide safe routes to transit. The goal of the program is to reduce the number of fatal and injury collisions involving pedestrians and bicycles.

Who is eligible?

- Cities/Towns**
- Counties**
- Port Districts
- Transportation Benefit Districts
- Tribes**
- State Agencies
- Transit
- Other

Year Founded 2005

Award Type Invitation only

Cycle Frequency Biennial

Approval Authority Legislature

Eligibility Details

- Eligible projects include engineering improvements.
- Only agencies that have been contacted with an invitation to apply for funding are eligible. Invitations are sent to agencies where WSDOT has identified known risk locations.

What projects are eligible?

- Local Roads**
- State Highways
- Bridges
- Railroads
- Grade Crossings
- Airports
- Bicycle Facilities**
- Sidewalks and Crossings**
- Other

Evaluation Criteria

- **Current Conditions.** Current conditions indicate risk for pedestrians and/or bicyclists.
- **Project Impact.** How well the project will reduce potential pedestrian and bicycle conflicts with motor vehicles and/or establish a safe and more accessible crossings, walkways, trails, or bikeways.
- **Implementation.** Demonstrated need for the proposed improvements, and, if appropriate for the project/program, a strong partnership among local agencies that will ensure the project moves ahead on time and on budget.

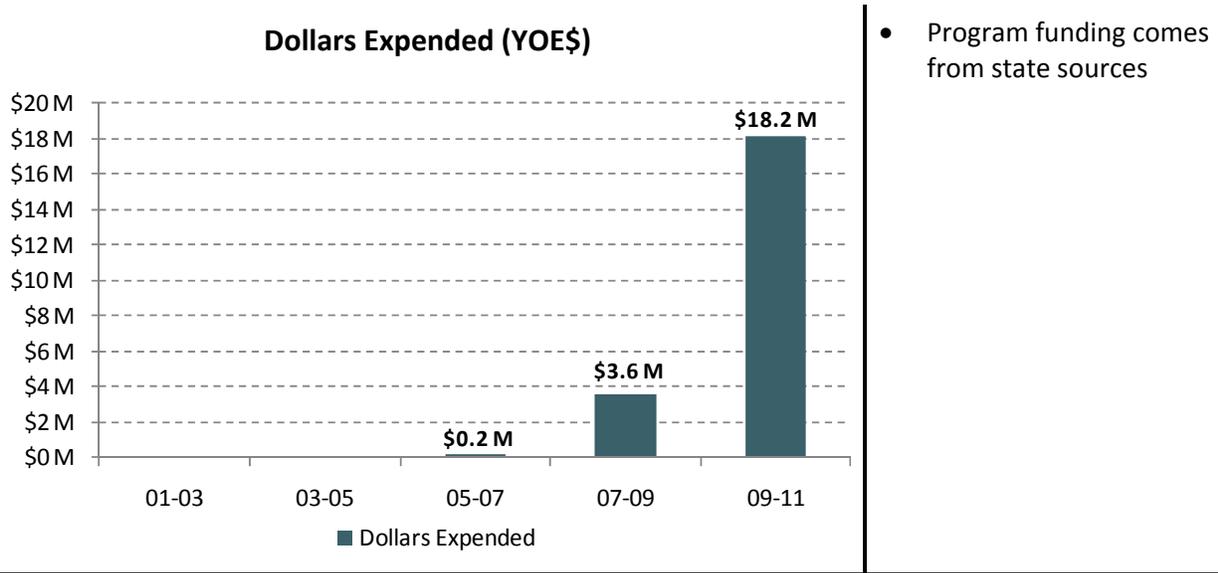
Selection Process

The State Legislation requires WSDOT to identify cost effective projects and submit a prioritized list to the Legislature by December. Project proposals are evaluated and prioritized by a committee composed of one member from the Washington Traffic Safety Commission and two members from the Washington State Department of Transportation. Projects providing a match are given preference. Before finalizing the project list, WSDOT makes site visits to the project locations. If project selection were given to H&LP, projects would be able to start within six months of the application submittal.

What costs are eligible?

- Design**
- Right of Way**
- Construction**

Funding and Recipients



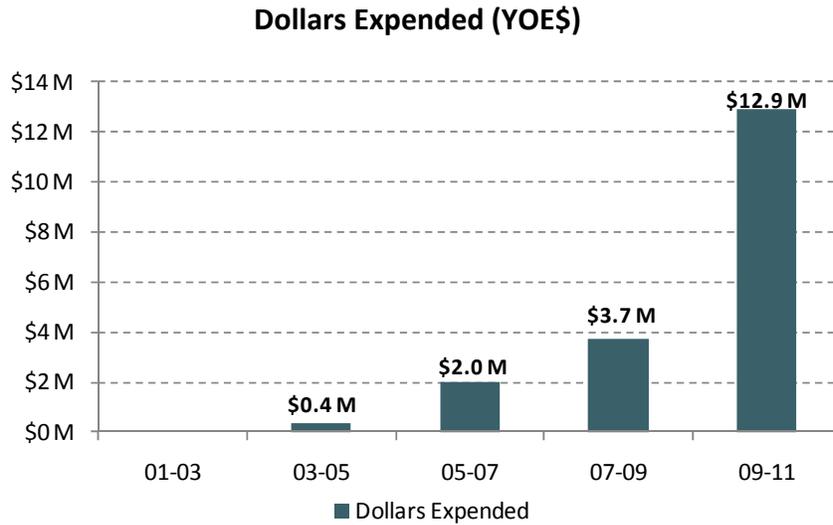
Performance Measurement

- Before and after analysis of safety improvement projects are completed three years after data is available. There is limited data available because the Pedestrian and Bicycle Safety program has been in place for a short time. However, there have been no reported serious crashes involving bikes or pedestrians at the locations where projects were completed.
- Local agencies are required to report quarterly through the H&LP on-line Quarterly Project Reports database. The information provided is utilized to ensure delivery of the projects, identify unforeseen delays the project has experienced, and note project successes.

Safe Routes to School Program

<p>Description The purpose of the Safe Routes to School Program is to help fund cost-effective projects within two-miles of primary and middle schools (K-8) to provide children a safe, healthy alternative to riding the bus or being driven to school.</p>		<p>Who is eligible?</p> <p>Cities/Towns</p> <p>Counties</p> <p>Port Districts</p> <p>Transportation Benefit Districts</p> <p>Tribes</p> <p>State Agencies</p> <p>Transit</p> <p>Other (Schools)</p>
<p>Year Founded 2005</p> <p>Cycle Frequency Biennial</p>	<p>Award Type Competitive</p> <p>Approval Authority Legislature</p>	
<p>Eligibility Details</p> <ul style="list-style-type: none"> Projects must be within two miles of a primary or middle school, and match the purpose of the program 		<p>What projects are eligible?</p> <p>Local Roads</p> <p>State Highways</p> <p>Bridges</p> <p>Railroads</p> <p>Grade Crossings</p> <p>Airports</p> <p>Bicycle Facilities</p> <p>Sidewalks and Crossings</p> <p>Other (Education and Enforcement)</p>
<p>Evaluation Criteria</p> <ul style="list-style-type: none"> Engineering Improvements How well the project will reduce potential pedestrian and bicycle conflicts with motor vehicles, reduce traffic volume around schools, and/or establish safe and fully accessible crossings, walkways, trails, or bikeways. Education and Encouragement Efforts How well the project will teach about bicycling, walking, or driving safety skills; the health effects of biking and walking; the impact to the environment; the range of transportation choices; and the number of events and activities utilized to promote biking and walking to school safely. Enforcement How well the enforcement efforts will address traffic safety and help increase the number of children walking and biking to school safely. Implementation Demonstrated need for the proposed improvements and a strong partnership among local agencies that will ensure the project moves ahead on time and on budget. 		
<p>Selection Process</p> <p>WSDOT utilizes an advisory committee to evaluate and prioritize project proposals. The advisory committee is comprised of two members from WSDOT and nine organizations with one member each: the Washington Traffic Safety Commission, Washington State Department of Health, the Office of the Superintendent of Public Instruction, Mobility Education Foundation, Yakima Valley Conference of Governments, Skagit Valley Hospital, Bicycle Alliance of Washington, Feet First, and two members from WSDOT.</p>		<p>What costs are eligible?</p> <p>Design</p> <p>Right of Way</p> <p>Construction</p> <p>Other (Education and Enforcement)</p>

Funding and Recipients



- Program funding comes from state and federal sources

Performance Measurement

- Before and after analysis of children walking and biking to school are performed. Preliminary project evaluation results show an average 50% increase in the number of children walking and biking to school at locations where projects have been completed.
- Before and after analysis of safety improvement projects are completed three years after data is available. There is limited data available because the Safe Routes to School program has been in place since 2005 and multi-year averages and trends in accident data are needed to accurately evaluate performance change.
- Local agencies are required to report quarterly through the H&LP on-line Quarterly Project Reports database. The information provided is utilized to ensure delivery of the projects, identify unforeseen delays the project has experienced, and note project successes.

7.0 SUCCESSES AND CHALLENGES

Interviews with agency staff highlighted the following successes and challenges.

A productive working relationships with cities and counties. The Highways and Local Programs Division works well with the local jurisdictions it serves and provides considerable expertise and resources. In this way it functions as a “WSDOT for local governments.”

Technological innovations. H&LP is currently developing online dashboard-like tools to track project status. The complexities are considerable given the need to interface on both the federal and local level. The State Transportation Improvement Plan (STIP) will be the first module completed.

Project Delivery Local agencies did a remarkable job in getting an additional 100 ARRA-funded projects out to bid in 120 days, which was a remarkable feat given all of the federal requirements.

Challenges:

- Ensuring that local governments are doing the best they can on federal aid programs. With ARRA funding in particular, the amount of reporting and associated work is very significant, causing staffing challenges.
- A particular challenge is working with small jurisdictions with limited staff is ensuring reasonable compliance with the federal requirements. The level of effort required isn't commensurate with smaller funding levels, and when non-certified agencies lack adequate staffing or expertise, additional workload is created for WSDOT staff.
- The uncertainty around federal reauthorization of the transportation act means that conservative local jurisdictions are hesitant to program without greater understanding of the amount of funds that will be available. The reduction in the availability of local funds due to limited revenue does not allow local agencies to take any additional risks related to programming projects.