

Robust economy brings challenges

WSDOT's new business approach

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Robust economy brings challenges

- Washington's economy is booming
 - Greater population and employment
 - Worsening congestion as a result
- The Central Puget Sound is "ground zero" for this boom
 - Prosperous as a region
 - Conduit to/from the rest of the state
- 2016 Corridor Capacity Report – from 2013 to 2015:
 - 8.3% increase in passenger vehicle registration
 - 4% increase in drivers
 - Congestion increases on 3 of 5 monitored corridors
 - I-5, I-405, I-90 – up 28% to 74%
 - SR 520 and SR 167 below recession levels due to carpooling, tolling



Freight movement is important to state economy

- Washington one of most trade dependent states in U.S. per capita
 - Foreign imports/exports valued at \$127 billion (2016)
 - \$565 billion in gross business income from freight-dependent industries (2016)
 - 29% expected growth in freight demand in 20 years
- Freight needs are great –
 - System resilience
 - Truck parking
 - Grade-crossing improvements
 - First/last mile connections
 - Preservation of industrial sites
 - Aging infrastructure





Land use, housing and jobs

- Adding new jobs, but are we keeping up with affordable housing and transportation choices for those new workers?
- Lack of affordable housing pushes workers further from urban job centers –
 - Can't afford to live where they work
 - Travel longer distances
- Fewer transportation choices on the urban fringe – people “have to drive”
- Bedroom communities generate their own demand for services and for employees to fulfill that demand

Transit in urban areas

Seeing a demand shift to transit in urban areas – how are we supporting that?

- Along urban corridors statewide between 2013 and 2015, transit ridership increased 5.3 percent during peak travel periods (from averages of 90,300 to 95,100 commute trips on transit daily, or 4,800 additional trips per day).
- Without transit, replacing that capacity demand would require additional 4 lanes on I-5





Rural Transit fills a gap

Communities with less than 50,000 population served by:

- Rural transit systems
- Private providers
- Non-profit providers
- Tribal systems
- Small urban systems
- Community transit providers
- Apple Health (Medicaid) transportation brokers
- Travel Washington – rural intercity bus

Rural transit systems cover 11 million miles annually:

- Connecting people to jobs, appointments, other services
- Serves those who are transit dependent
- Others who feel using public transit provides a value in their life

Active Transportation is increasingly a viable transportation option

The number of people who walk or bike to work in Washington is increasing

- Statewide 4.4% of commuters bike or walk to work (2016 benchmark report – Alliance for Biking & Walking)
 - Seattle: 12.9 % bike or walk to work (1.4% increase from 2007 – 2013)
 - Statewide, 10.3% bike, walk and take transit
- New permanent counters in just nine communities showed:
 - 1.58 million bike/walk trips in one year
- Bicyclists in Washington contribute \$3 billion in direct expenditures into state's economy annually



Multimodal transportation and intermodal connections – Key to efficient movement of people and goods

We work with dozens of corridor partners, with competing interests, in a complex transportation network...new opportunities for WSDOT

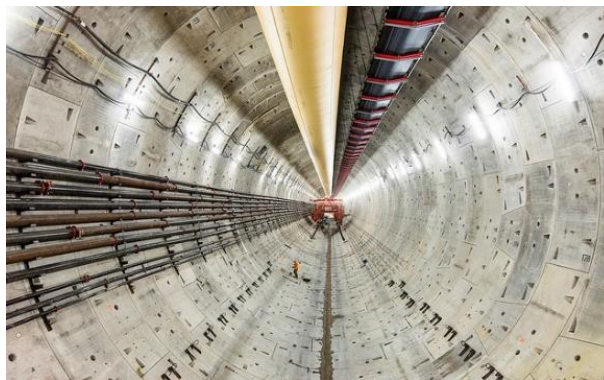
- Convergence of complex issues –
 - Job centers – experiencing unprecedented growth throughout the region
 - Competing interests –
 - Developers – want to meet new demand, reliant on financing that is risk averse
 - Local jurisdictions – advocate for smart growth, struggle to fund local infrastructure and services
 - 58 cranes in Seattle today – New York has 18, LA has 36 – tremendous amount of activity
- Growth in the state is uneven – some communities feel left behind
- Need for even better coordination – We've had good success, also struggles
 - Small changes on state highway system can affect local streets, vice-versa
 - Closures on the state system can bring gridlock to city streets
- Reinforces need for a broader perspective, agency-wide view of our work
 - Examine impacts regionally, not just locally – look at entire system

WSDOT is changing how it does business

WSDOT has demonstrated we're good at delivering projects and programs

- 377 of 421 Nickel/TPA construction projects
 - 87% on time
 - 91% on budget
- Managing maintenance and preservation backlog with existing resources

Now focusing on moving to the next level of integrated stewardship of the multimodal transportation system...



Our Approach – Agency Emphasis Areas



Inclusion – Washington’s communities are experience a minority/majority shift

- U.S. Census: Percentage of non-Hispanic whites declined in all 39 counties
- We want a workforce that reflects the diverse communities we serve
 - Recruitment efforts can help us achieve diversity
 - Working with contracting community to create opportunities
- Create fair and equal opportunity to participate
 - Employment, contracts, decision making
 - All businesses ready and willing to work with us will have fair and equal access
- In order to be accountable to all citizens of Washington, we strive to be sensitive to the cultures of the many diverse communities we serve
 - Make sure every voice is heard
 - Reach out to disadvantaged, underrepresented, underserved communities



Our Approach – Agency Emphasis Areas



We need a skilled and diverse workforce to deliver our program – regardless of how we deliver

Workforce development

- Experiencing increasing attrition
 - Expect 45% of engineering classifications to leave WSDOT in next five years due to retirements or better pay elsewhere
 - 75 – 80% of maintenance leadership retirement eligible in same period
- We aspire to maintain highly competent and motivated employees
 - Help staff continue to grow through training and developmental opportunities
 - Provide equitable compensation
- **Why should you care?**
 - If we don't have skilled and competent staff to deliver transportation projects – costs you money

Our approach – Agency Emphasis Areas

Practical Solutions: The right investment, at the right place, made at the right time

- The “right investment” considers all modes and strategies
- The “right location” is scaled to the magnitude of the need
- The “right time” considers and implements near term approaches in alignment with the longer term vision and need

It includes:

- Maintaining a state of good repair
- Maximizing the effectiveness of what we have
- Recognizing the needs of all users





Practical Solutions approach

- Delivering Connecting Washington with Practical Solutions
 - Performance-based decision making, rather than standards-based
 - Data-driven approach to manage assets, improve the performance of the multimodal transportation system
 - Uses data and analysis tools to seek lower-cost solutions, efficiencies
- Executive oversight: Practical Solutions Roundtable
 - Reviews each project
 - Guides implementation of Practical Solutions approach
 - Forum for sharing best practices
- Community engagement is a key in developing transportation solutions
 - Collaborative decision making
 - Corridor Sketch Initiative
- Training is a crucial part of changing WSDOT culture

Framework for future investment decisions

Policy Direction

- RCW 47.04.280
- Results Washington
- Results WSDOT strategic plan

Manage Assets

- Operate and maintain multimodal system and agency resources to meet performance objectives at the lowest cost

Identify Needs

- Identify performance targets for all policy goals
- Understand critical corridors

Assess Alternative Strategies

- Build strategies with partners
- Consider least cost strategies first
 - Safety
 - Operations
 - Demand Management
 - Capital
 - Other

Refine Solutions

- Integrated scoping
 - Safety
 - Operations
 - Demand Management
 - Capital
 - Other

Assign Resources

- Investments reviewed across funding programs to synchronize for best performance

Develop Funded Solutions

- Solutions defined to address the performance gap at the lowest cost

Implement Solutions

- Implement or construct

Framework for future investment decisions (continued)

- Statewide Transportation Asset Management Plan is used to:
 - Identify performance measures and targets
 - Identify assets and their condition
 - Identify gaps between the existing condition and state performance targets
 - Perform lifecycle-cost and risk management analysis
 - Create a financial plan
 - Describe investment strategies to preserve the asset, using a Practical Solutions approach
- Corridor Sketch planning, MPO/RTPO plans are used to assess system needs and changes over time

Manage
Assets

Identify
Needs

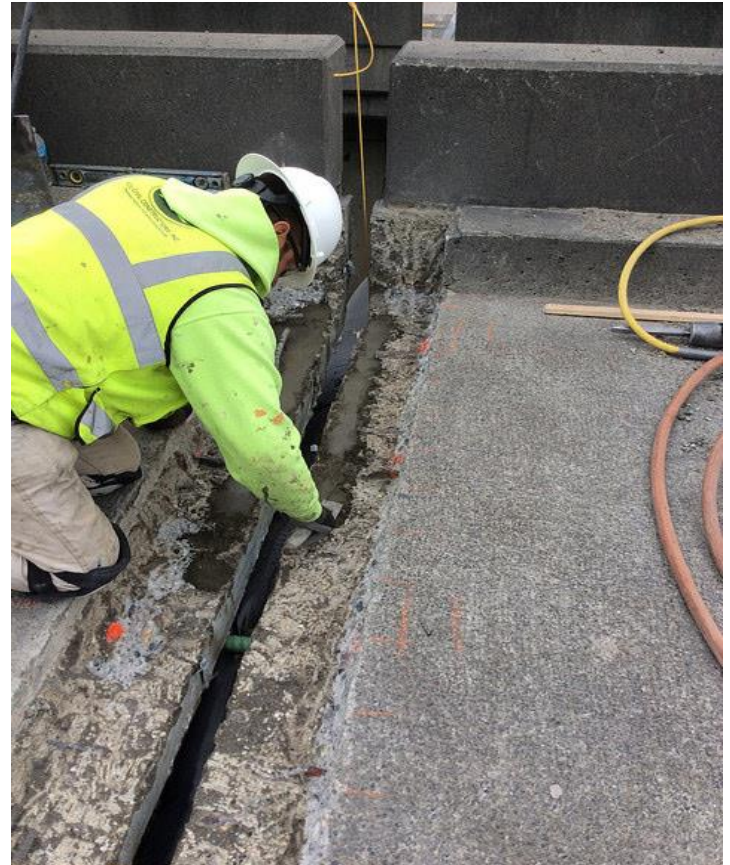


Framework for future investment decisions (continued)

- State of good repair
 - Preservation
 - Lifecycle-cost and risk management analysis
- Safety
 - Target Zero
 - MAP 21 national performance goals
- Transportation system management
 - Operate more efficiently
 - Low-cost, high-impact adjustments
- Demand management
 - CTR, public transportation, land use
- Capacity expansion
 - Capital program

Assess
Alternative
Strategies

Refine
solutions



Framework for future investment decisions (continued)



Assign
Resources

Develop
Funded
Solutions

Implement
Solutions

- Assign Resources
 - Examine how solutions rank across the state based on benefit/cost
 - Look across programs for best fit for resourcing
 - Develop prioritized list of investments
- Develop funded solutions
 - Assess design/development options for the proposed solution
 - Design/develop for the lowest cost that addresses the solution
- Implement solutions
 - Manage implementation/construction to address the performance gap

Conclusion

- **We face opportunities and challenges**
 - Our economy and transportation are tied
 - Our regions are interdependent
 - Challenges are created when jobs, housing and transportation aren't on the same page
 - We have new opportunities moving forward –
 - Our workforce, diversity and inclusion are key to making those opportunities a reality
- **We need our partners to:**
 - Tell us what is working and not working on the transportation system
 - Share ideas about how we can better work together to serve the needs of communities
 - Invite transportation to the table when discussions of job centers, housing and zoning changes are beginning
- **How do we best engage you, the Legislature, in developing an approach that meets both of our needs?**

Questions and suggestions?

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