Better infrastructure solutions.
Better lives.

Evaluation of ZEV & Transportation Electrification Programs.

Joint Transportation Committee Meeting | June 2026

Agenda.

1. Purpose of the Study
2. Progress to Date
3. CCA Investments Overview: Projects and Programs
4. What we heard
5. Proposed Evaluation Approach

About this Study.

Purpose

To evaluate program delivery for investments in the zero-emission transition, including vehicles, vessels, their associated infrastructure, and other related initiatives funded through the **Climate Commitment Act**

Why?

Funding has been appropriated to different agencies with varying outcomes. This evaluation provides an opportunity to explore:

- Areas of efficiency
- Challenges and points of friction
- Opportunities for improving program delivery

Focus of this meeting

1. **Provide updates on project progress**
2. **Confirm the direction of the evaluation approach**

Investments, Programs, and Projects.

Investments

Encompasses all appropriations made to the agencies, including both programs and projects

Programs are the focus of this study

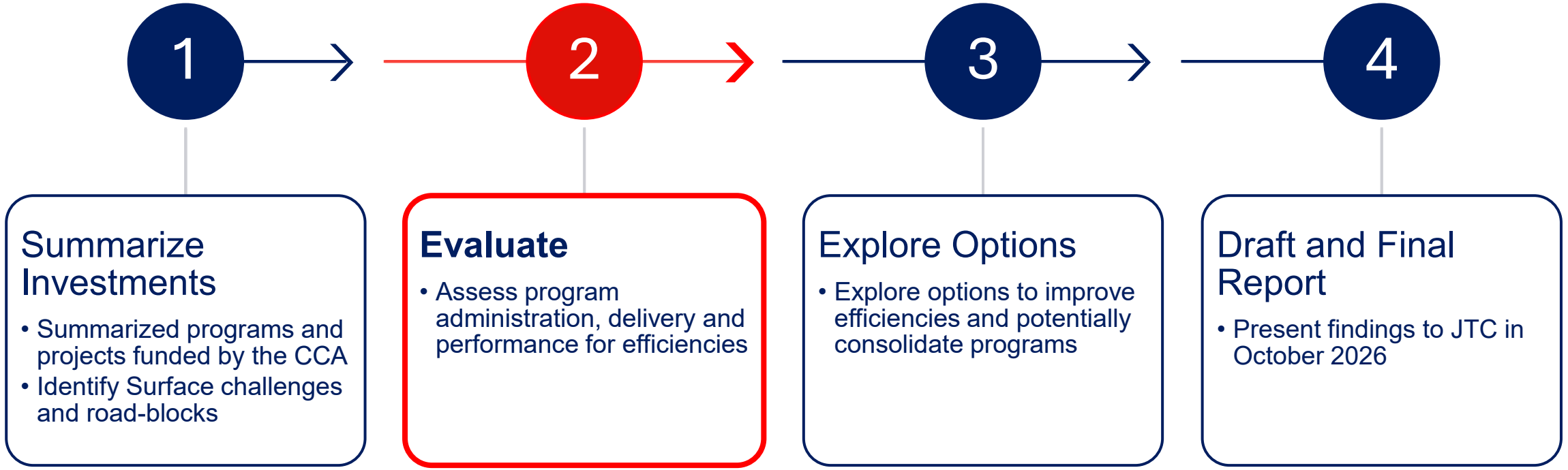
Programs

Appropriated to agencies for administration to other third-party recipients, often through a competitive process.

Projects

Appropriated to agencies, but directed to other third-party recipients, often as an earmark.

Progress to Date.



Who we spoke to.

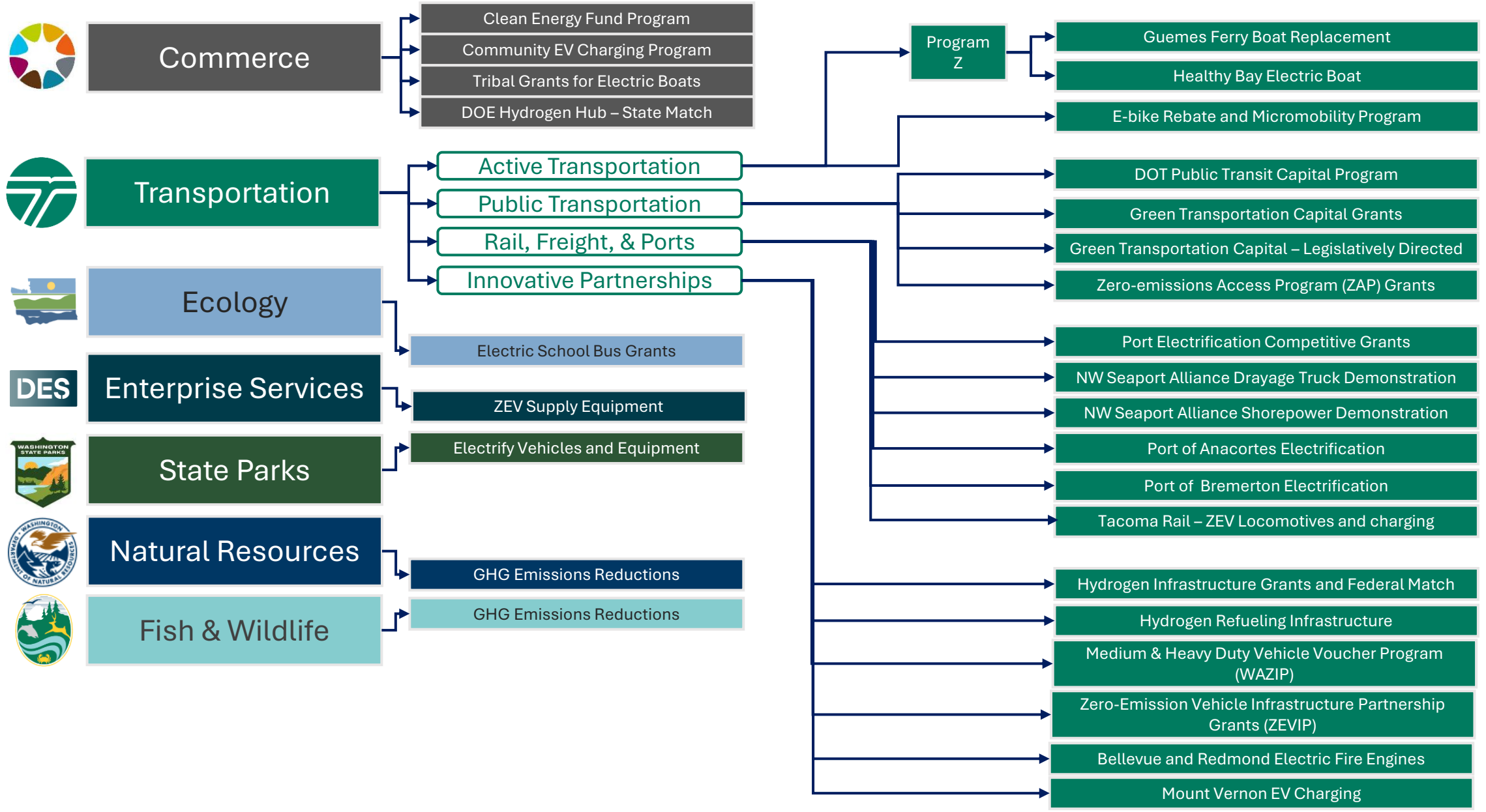
- Transportation
- Natural Resources
- Commerce
- State Parks
- Ecology
- Fish & Wildlife
- Enterprise Services

- 23 programs and projects
- Approximately 40 discussions from end of January to May 2026:
  - Initial introduction with Directors
  - Program overviews with staff
  - Additional follow-up discussions

CCA Investments Overview.

FUNDED BY WASHINGTON'S CLIMATE COMMITMENT ACT

Climate Commitment Act (CCA) Funds



Program & Project Recipient Types.

Internal **State Agency** Focused

Fits well within current agency structure and mission to maintain vehicle fleet.

Examples: Electrification of state fleet for DNR, Parks, F&W

Inter-Government/ Agency Focused

Fits well within current agency grant structures.

Examples: Green Transportation Capital Program (Transit), Port Electrification Programs

External **Public + Private Partner** Focused

May require the agency to assume increased risks.

Examples: Community EV Charging, ZAP Grants (EV Carshare)

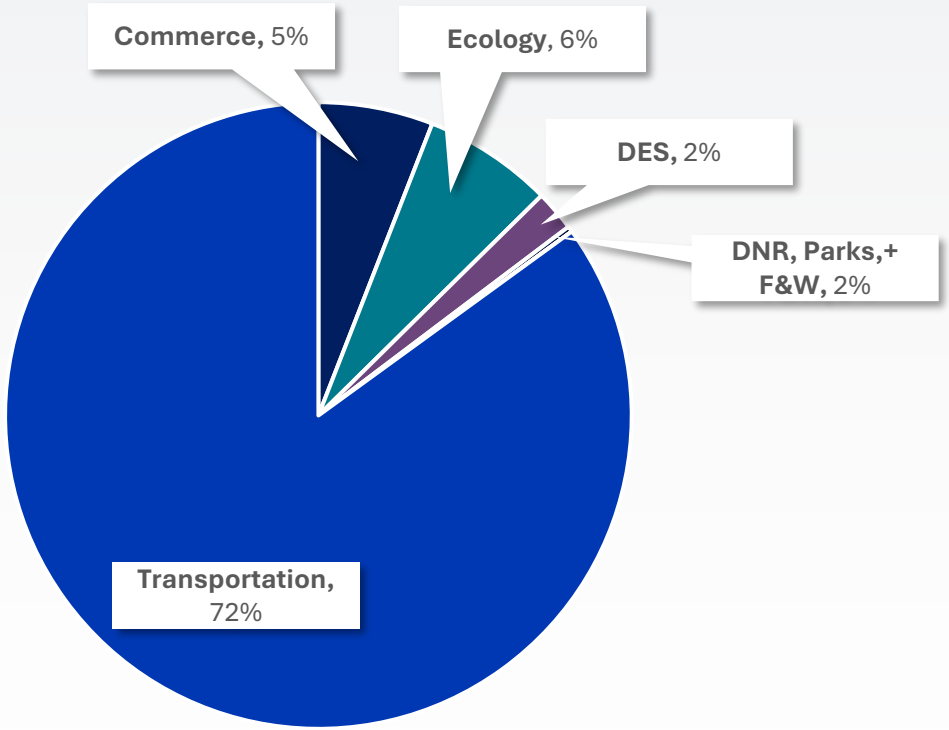
Individual/Business Focused

Requires coordination with third parties; may fall outside the established agency mission.

Examples: E-Bike Rebate Programs, Med/Heavy Duty Vehicle Programs (WAZIP)

Investments by Agency.

2023-2025 and 2025-2027 Biennia



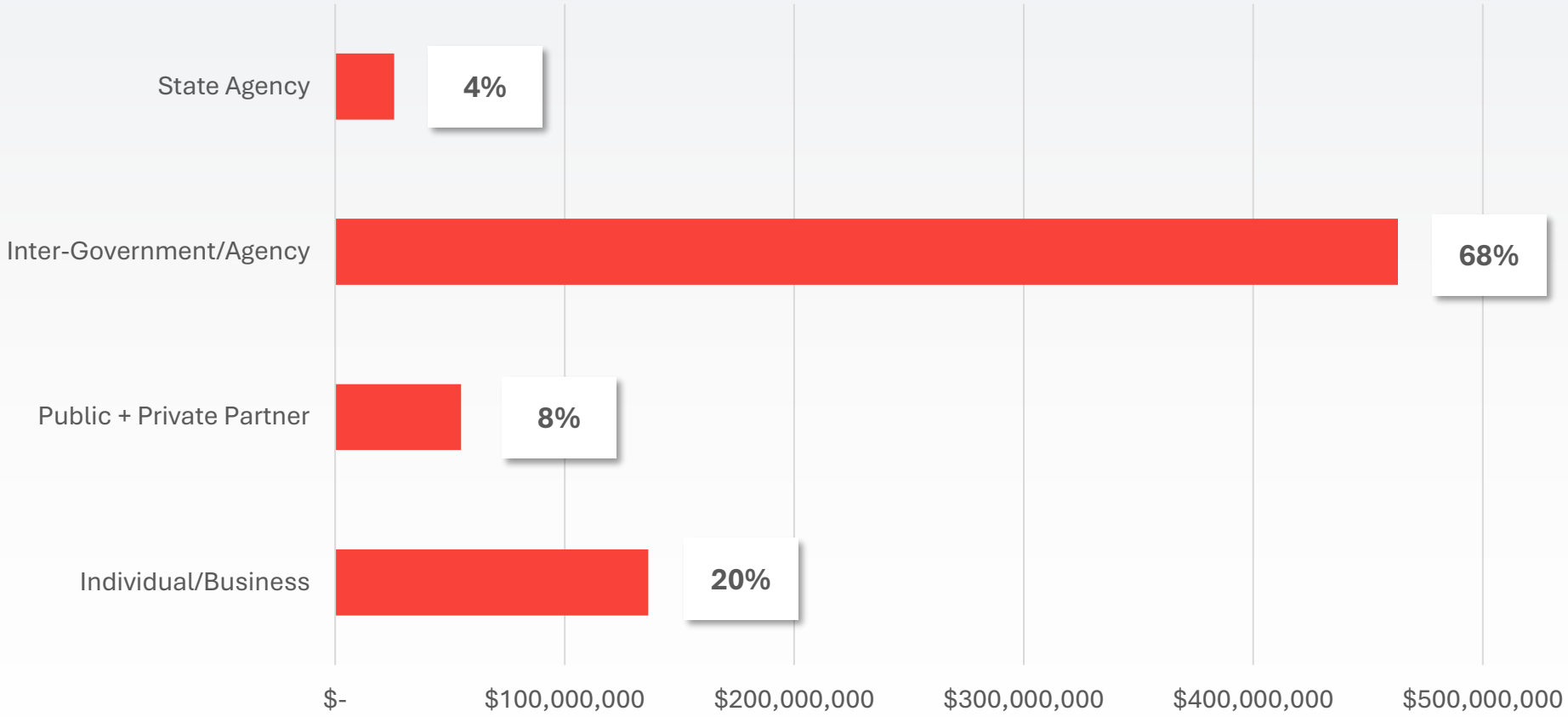
CCA Transportation/ZEV Investments: ~$680M

Note:

- This total does not represent all CCA investments and is limited to those that were determined in-scope for this study.
- Final amounts to be validated during program evaluation.

Investments by Recipient Type.

2023-2025 and 2025-2027 Biennia



What we heard.

Key points of friction.

1. **Staffing shortages and recruitment** challenges impede program development and delivery
2. **Duplication and variation across agencies** create different implementation conditions, even for similar programs
3. **Varied levels and perception of risk** may slow decision-making processes and add friction
4. **Distributed ownership** over climate-related responsibilities

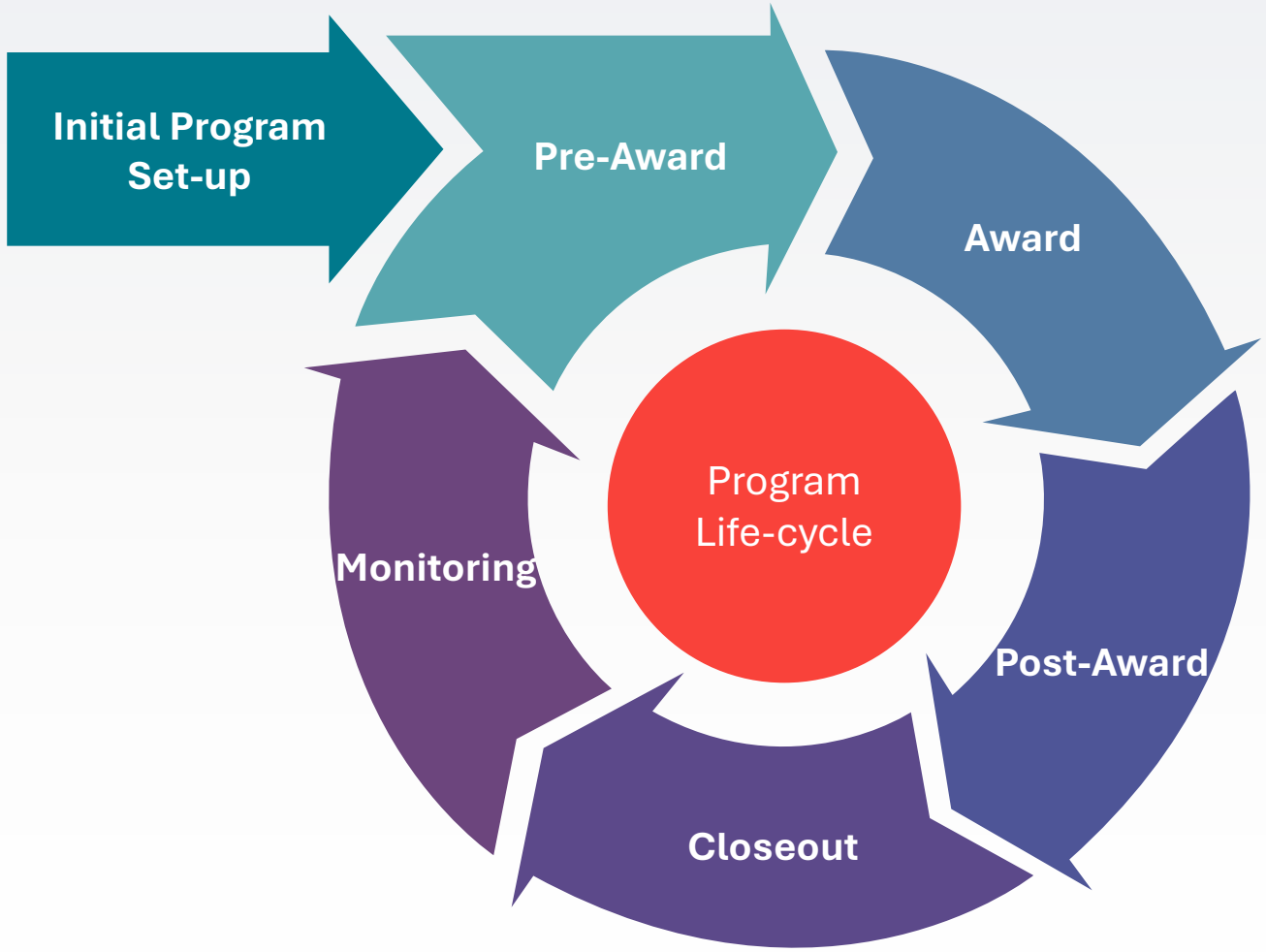
1 Staffing shortages and recruitment challenges

- **Agency mission**: Different staffing models at different agencies with different missions.
- **Scarce talent:** Complicates recruiting particularly in areas of innovation.
- **Uncertain future funding:** Can hamper recruitment in some agencies.
- **Resulting Staff Shortages:** Staff stretched across multiple programs and responsibilities.

2 Duplication and variation across agencies

- **Similar programs in different places:** Programs for similar investments are distributed across different agencies with different practices.
  - Each agency has its own shop for procurement, contracting, IT, legal, and finance. Differences in agency mission can drive different practices.
  - Causes duplication of efforts and different decision-making and implementation approaches for similar programs.
- **Informal coordination structure:** The EV Coordinating Council allows some interagency coordination but is still subject to each agency's internal policies and practices.

Typical program life-cycle.



Initial Program Set-Up

- Policy review and alignment
- Resourcing and knowledge building
- Procurement and partnerships
- Systems and process set-up

Pre-Award

- Define program requirements
- Communications, engagement, and outreach
- Call for interest and applications

Award

- Evaluation, selection, and award
- Contract negotiation and signing
- Information sharing and education

Post-Award

- Implementation and technical assistance
- Financial management
- Compliance and review

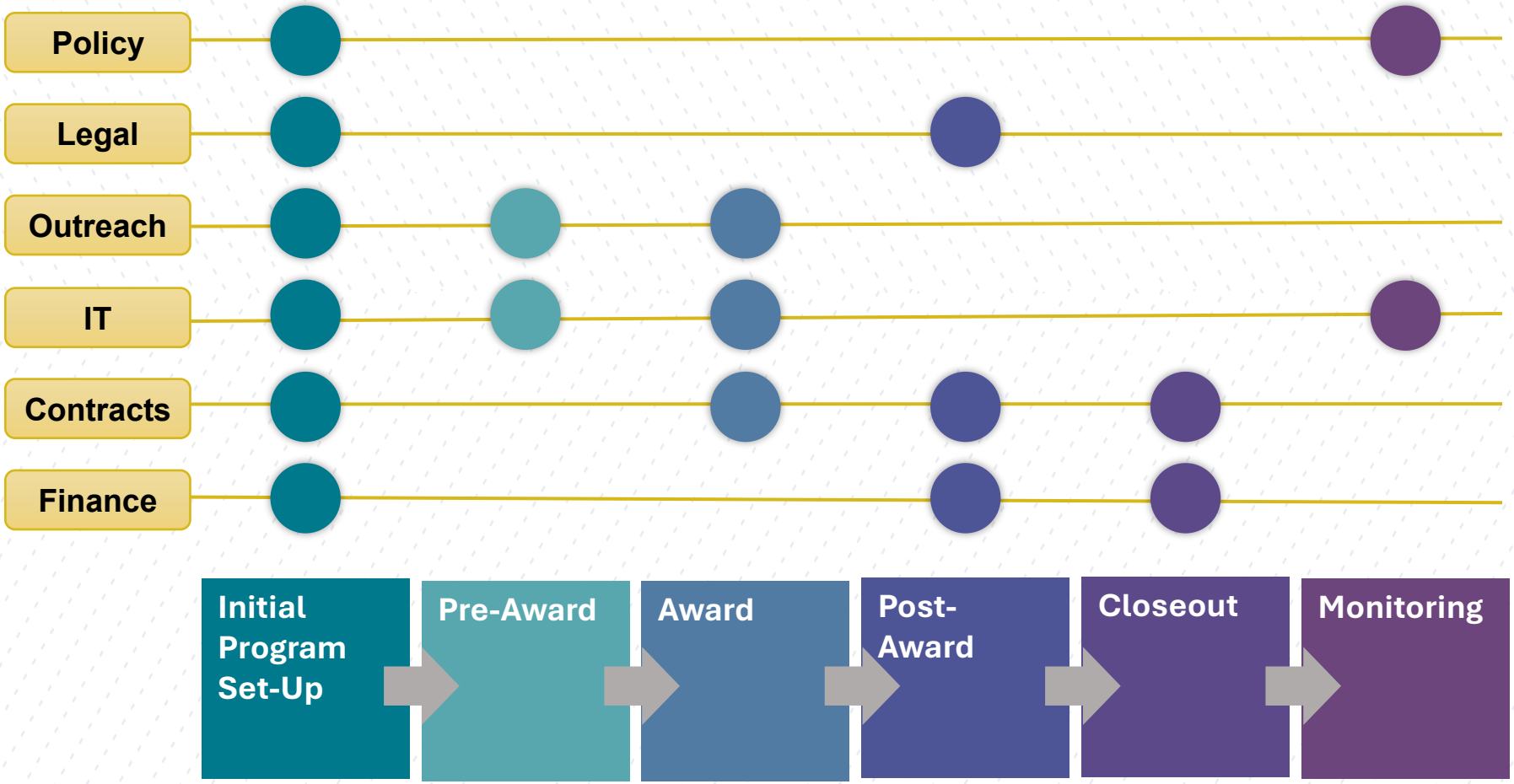
Closeout

- Reporting and data collection
- Reconciliation
- Feedback and lessons learned

Monitoring

- Compliance tracking
- Performance monitoring
- Optimization and realignment

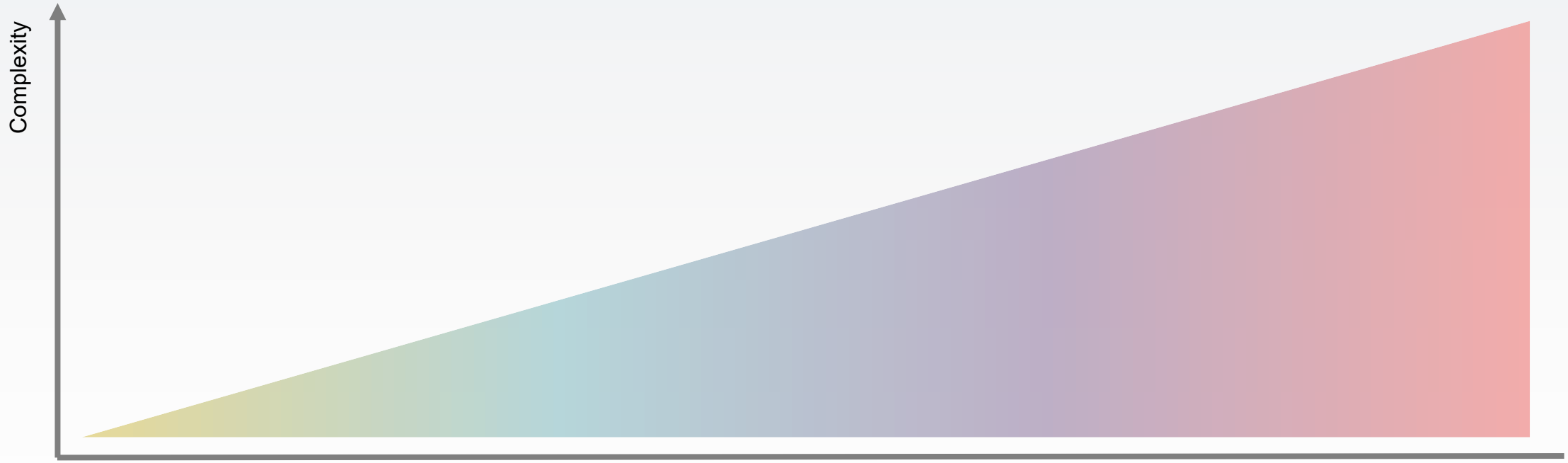
Support from central services.



- Central services are needed at set-up and across the program lifecycle
- Requirements, structures, and practices differ by Agency
- Program lifecycle necessitates support across similar areas, but experiences vary depending by Agency

Comparison of program set-up.

Increased complexity with new programs and recipients.



Initial Program Set-Up				
	Existing Program	Existing Program	**New Program**	**New Program**
	Existing Partners	**New Partners**	Existing Partners	**New Partners**

3 Varied levels and perception of risk

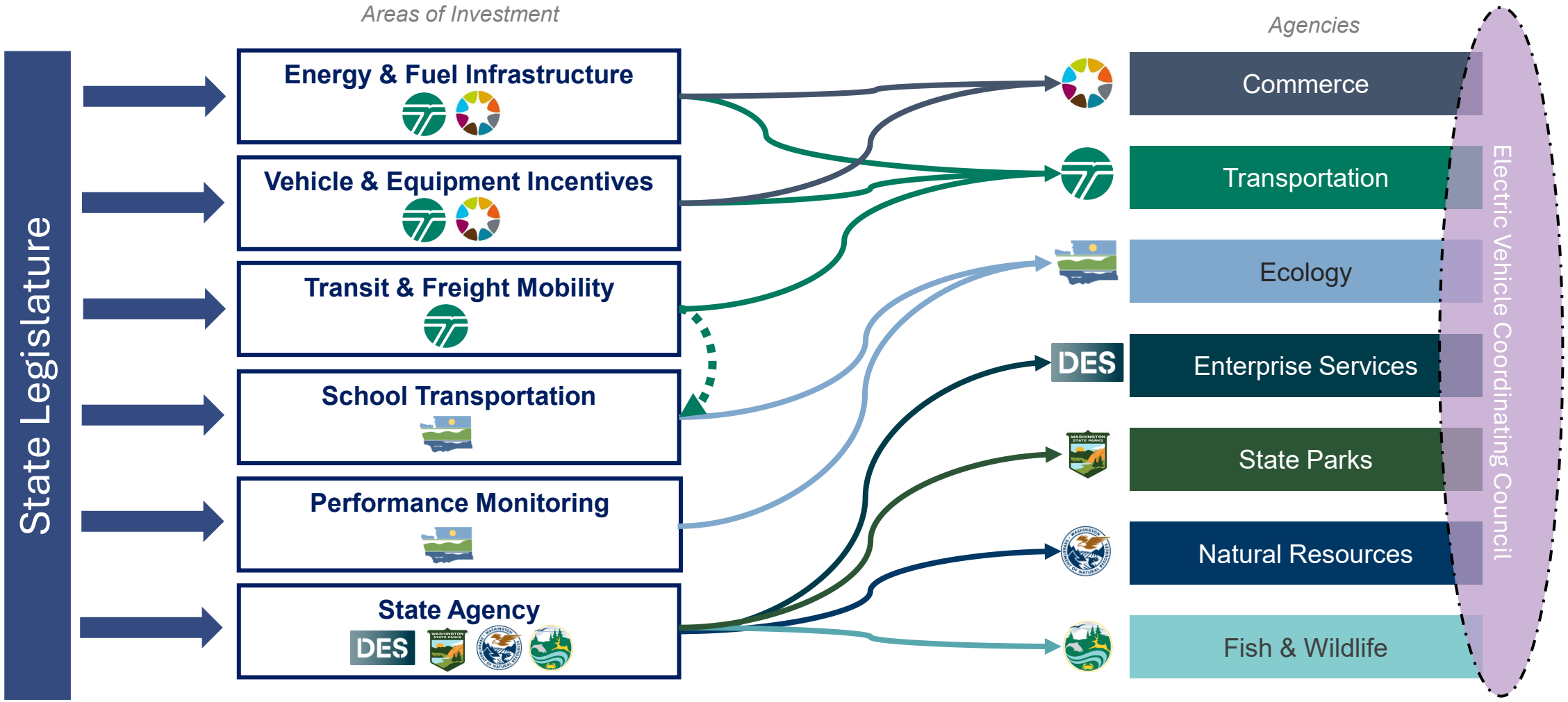
- **Risk Aversion:** A risk-averse environment creates focus on procedural compliance and error avoidance that can overshadow program outcomes.
- **Public Scrutiny:** Perception of risk driven by fear of public criticism, especially around stories of misuse or poor decision-making.
- **Risk Burden:** Burden of risk falls on middle managers; without clear legislative or executive direction, it can create stress and limit timely and decisive action.

Externally oriented programs carry increased risk.

4 Distributed ownership

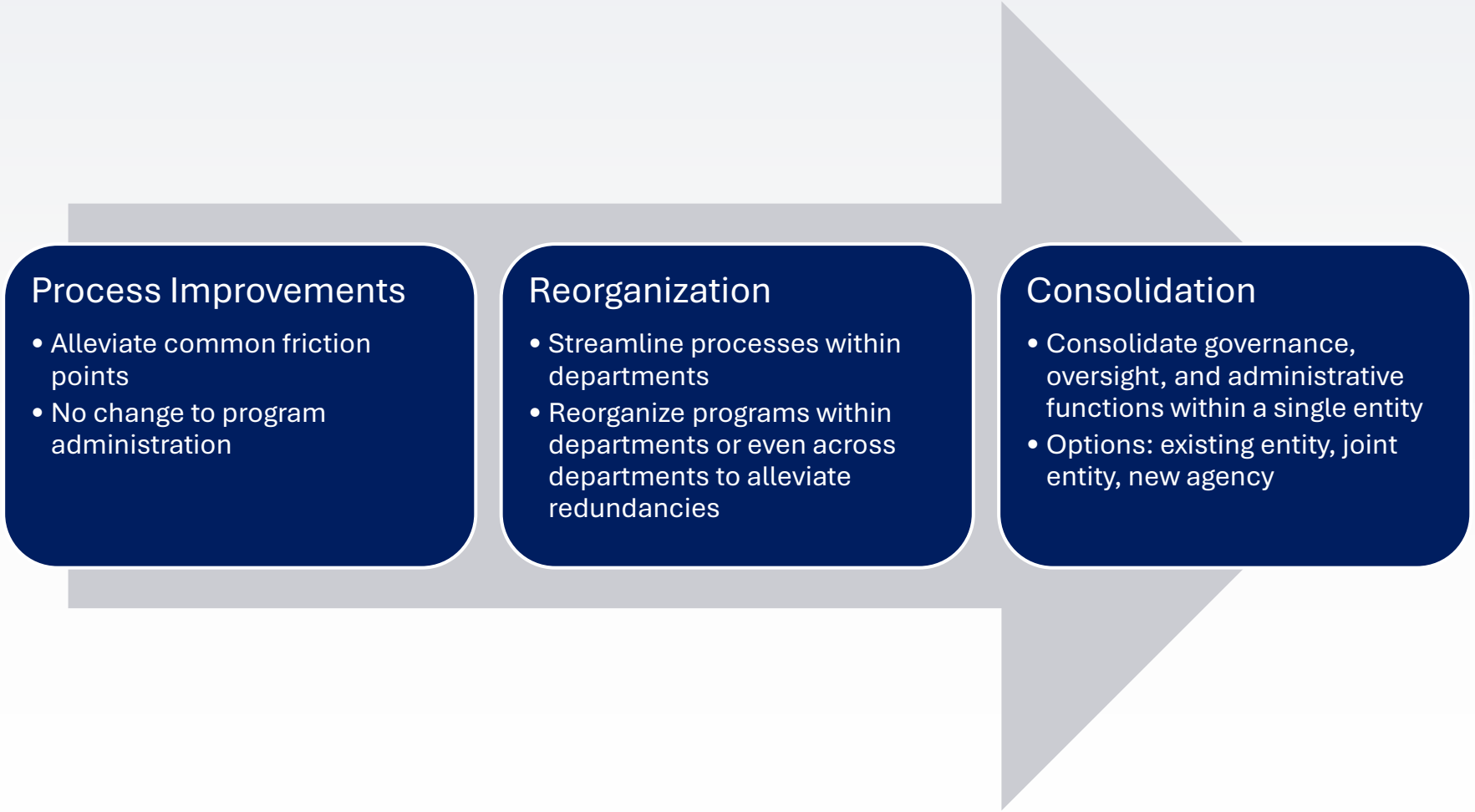
- **Competing Agency Priorities:** Core agency mission can overshadow climate responsibilities, leading to less executive attention and prioritization.
- **Delayed Benefits:** The delayed benefits of ZEV and energy transition efforts make it hard to prioritize long-term market transformation over near-term needs.
- **Changes in Policy Direction:** Shifts in policy direction and program goals can impair consistency and progress on program development and refinement.

Distribution of Responsibilities.



Evaluation Approach.

Next Steps: Exploring Options.



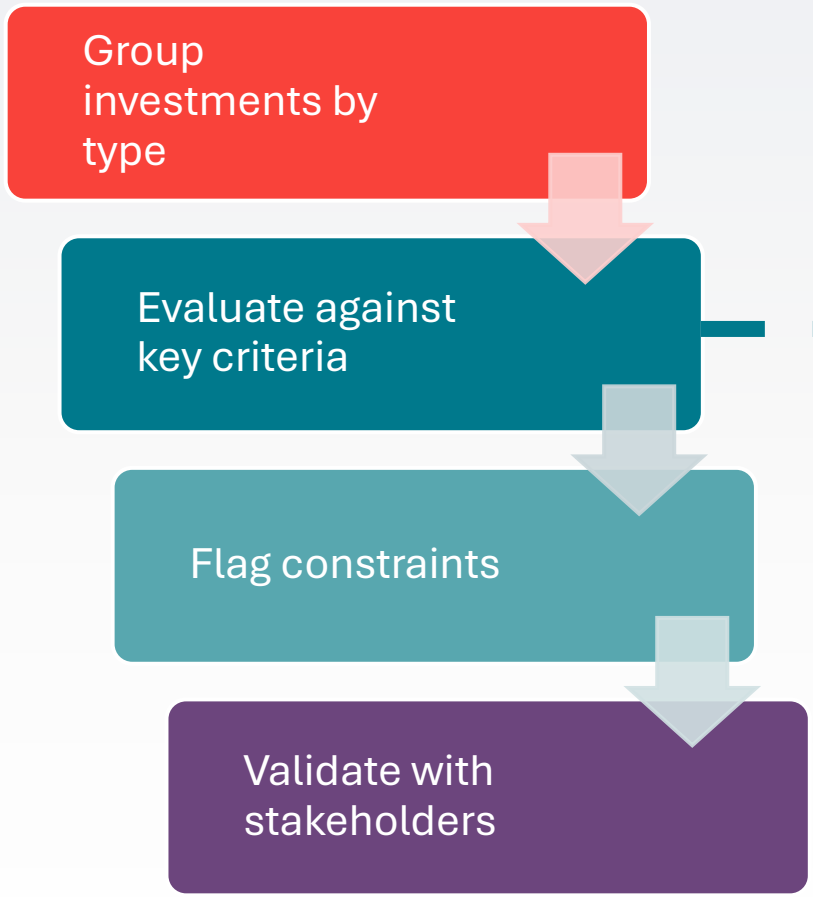
Evaluation: Key Criteria.

Mission Alignment	How closely does this program align with the administering agency's core mandate and statutory authority? How well are program priorities reflected in the agency's broader strategy and vice versa?
Operational Redundancy	To what extent do this program's goals, eligible activities, partners (incl. vendors), or target beneficiaries duplicate another program? Is there a well-defined, non-overlapping applicant base, and do stakeholders know where to go?
Internal Capacity	Does the administering agency have sufficient staffing, technical expertise, procurement infrastructure, and data systems to run this program effectively? Is the ratio of admin, contracting, and compliance effort proportionate to the program's funding level and outcomes?
Performance Measurability	Does the program have clear, trackable performance metrics tied to program goals and a functioning data collection process that supports program optimization?

Evaluation: Constraints.

Financial Flexibility	Do the program's funding terms (budget, accounts, proviso) permit consolidation or restructuring?
Risks	Are there any legal, compliance, or other risks that would complicate reorganization or consolidation?
Interdependencies	Does this program depend heavily on another program's infrastructure (for example other federally or non-CCA state funded programs)?

Evaluation Process.



1. **Continue/collect lessons learned** — High scores across most dimensions. Program is well-placed and well-run.
2. **Streamline** — Strong alignment and low overlap, but high admin burden, low institutional capacity, and weak performance monitoring. Fix internal department processes/decision-making.
3. **Reorg/Transfer** — Low mission alignment + low institutional capacity at current agency. Consider move to a better-fit department or agency.
4. **Consolidate** — Low mission alignment + high operational overlap among multiple programs + challenges in meeting program objectives. Consider consolidating.

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