



Performance-based Project Evaluation Model Summary Report

June 2023

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Executive summary

Background and overview

In 2022, the Washington State Legislature directed the Washington State Department of Transportation (WSDOT), through a budget proviso in ESSB 5689, Section 219 (9)¹, to:

- **Complete a performance-based project evaluation model** based on a [feasibility report](#) WSDOT submitted to the Legislature in 2020.
- **Develop objectives and criteria** to clarify the **statutory** transportation policy goals.
- **Develop procedures** to consistently score and rank all types of proposed transportation investments being considered for new law funding revenue, including individual projects and increases in programmatic funding. (Hereafter referred to as “proposed investments.”)
- **Provide a summary of the model functionality and implementation recommendations** for coordination with the legislative work cycle.

WSDOT worked with a consultant team (JLA Public Involvement, Fehr & Peers, and Performance Plane LLC) to complete this work (referred to as the “project team”). The work was guided by WSDOT executive sponsors and informed by WSDOT subject matter experts (SMEs).

Building on the 2020 Feasibility Study

The specific tasks directed by the 2022 proviso were based on the recommendations from the 2020 feasibility study. Additionally, the project team used external stakeholder feedback gathered in 2020 and the 2020 conceptual model as a foundation for the completion of the work.

As part of the feasibility study, between September and November 2020, WSDOT hosted six listening sessions with external transportation stakeholders, an online open house and two stakeholder workshops. Key takeaways from this feedback include:

- The way transportation investments are currently selected is not widely understood, particularly for people without deep experience in transportation policy.
- Transportation investments should be guided by clear goals and objectives that represent community values.
- Consider factors such as geographic balance, environmental preservation and health and equity during evaluation.
- Of the six statutory transportation system policy goals, Safety and Preservation rose to the top in terms of priority and should be emphasized during evaluation of proposed investments.

¹ Full text available at <https://lawfilesexternal.wa.gov/biennium/2021-22/Pdf/Bills/Session%20Laws/Senate/5689-S.SL.pdf>

Developing objectives, criteria and procedures

The project team reviewed more than 35 WSDOT plans, strategies, and technical documents to identify how Washington's statutory transportation system policy goals are implemented. Each of WSDOT's adopted plans is developed with extensive input from community members and partners, ensuring that the specific goals and objectives included in the plan reflect community priorities for the statewide transportation system. The team identified 130 goals and objectives in the plans, strategies, and technical documents, which were then organized by policy goal and business line.

Through interviews with SMEs, the team synthesized this content into a more focused list of objectives that aligned with the statutory transportation system policy goals and were relevant to evaluating proposed investments at the funding stage. This provided a common understanding of the policy goals as they are applied across the agency to develop the criteria ultimately used in the model. The project team also developed a scoring guide, which provides detailed, step-by-step instructions to model users to ensure criteria is applied consistently.

Model summary and implementation recommendations

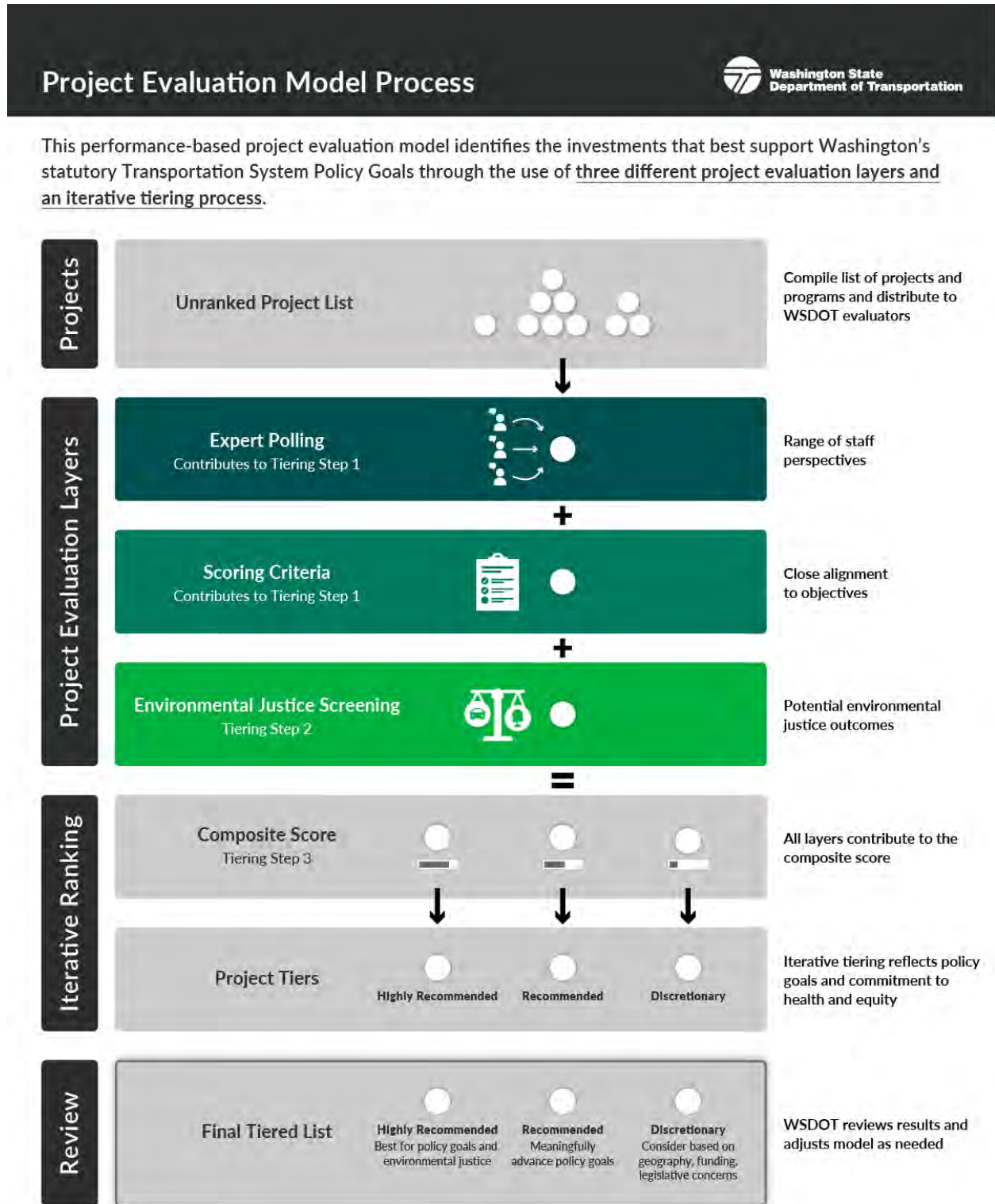


Figure 1 Graphical overview of the project evaluation process.

The model is designed to identify the investments that best support Washington’s statutory transportation system policy goals.² The model provides information to inform future decisions by WSDOT, the Governor and the Legislature regarding which proposed transportation investments to prioritize for new revenue, such as federal grant applications or state legislative funding packages like Connecting Washington or Move Ahead Washington.

This evaluation process is designed to function based on the typical information available for investments proposed during the legislative process. Proposed investments may include specific transportation projects as well as increases in programmatic funding. It is intended to provide a high-level appraisal, not a thorough assessment of project benefits, and it is not intended to replace any existing evaluation tools or processes WSDOT uses to prioritize discretionary funds within budget program areas or grant programs.

The model includes three different evaluation activities (“layers”). Each layer serves a specific purpose:

- The **Criteria Scoring** layer assigns scores to individual criteria associated with intended objectives under each policy goal. This layer contributes 60% of the final score for each proposed investment. This approach is quantitative and replicable but labor intensive, and so will be conducted by a small number of WSDOT scorers.
- The **Expert Polling** layer incorporates a wider range of input from WSDOT SMEs representing a broad cross-section of different modes, disciplines, regions, and policy areas. This evaluation layer collects expert opinions based on their familiarity with the statewide transportation system and individual perspectives on how well the proposed investments advance each policy goal. Results from each evaluator are averaged to provide scores for each proposed investment. This layer contributes 20% of the final score for each proposed investment.
- The **Environmental Justice Screening** layer collects input from WSDOT experts on environmental justice and equity. Each screener assesses potential benefits and burdens from each proposed investment to overburdened communities and vulnerable populations. This layer contributes 20% of the final score for each proposed investment. This layer is separate from the Criteria Scoring and Expert Polling layers to prevent the potential benefits or burdens to overburdened communities and vulnerable populations from being obscured by other criteria.

Iterative Tiering sorts the proposed investments into three different tiers based on the number of points awarded by the three layers:

- **Highly Recommended** investments, which are the best at advancing specific policy goals.
- **Recommended** investments, which meaningfully advance the policy goals.
- **Discretionary** investments, which may be included at the discretion of the Legislature for consensus or regional balance.

These tiers provide a countermeasure to the averaging effect of ranking all proposed investments according to composite scores, for example, a proposed investment can be highly ranked if it performs very well under one policy goal.

² Revised Code of Washington (RCW) 47.04.280: Transportation system policy goals. Retrieved on April 26, 2023 from <https://apps.leg.wa.gov/rcw/default.aspx?cite=47.04.280>.

Implementation recommendations

In the next phase of work, the model will be shared with a broader set of external stakeholders and WSDOT staff to seek feedback on whether it reasonably evaluates implementation of the policy goals. The following are the project team's next step recommendations for future implementation of the model.

- 1. Develop and maintain conditions for the model to be administered and operated.** WSDOT staff in the Multimodal Planning & Data Division (MPDD) will administer the scoring process and maintain the model. Scoring guidance should be reviewed regularly to ensure that it reflects current statutory requirements and WSDOT plans, policies and technical guidelines.
- 2. Evolve and automate the model.** Conduct further testing, refine criteria based on additional stakeholder engagement and automate the model using a web-based application to make the evaluation process less labor intensive to administer.
- 3. Continue engaging WSDOT staff.** Commit to ongoing engagement as the model evolves over time in order to understand concerns and seek ideas for improvement. Refine the model as needed.
- 4. Engage external stakeholders.** Conduct external engagement to help bring transparency to how statutory transportation policy goals are used to evaluate investments, build relationships with transportation stakeholders and community-based organizations, and inform the evolution of the model, specifically how criteria can be refined to better meet community needs.
- 5. Coordinate with legislative work cycle.** Determine how the Legislature will use the model and how the model could fit within the legislative work cycle.

Section I. Methodology

Work on this effort began in Fall 2022 and concluded in late Spring 2023. The project progressed iteratively, with the project team meeting regularly with the WSDOT Executive Project Sponsors (“Project Sponsors”) to share progress and confirm decisions along the way (indicated by the arrows and stars in the timeline below).

Project Timeline

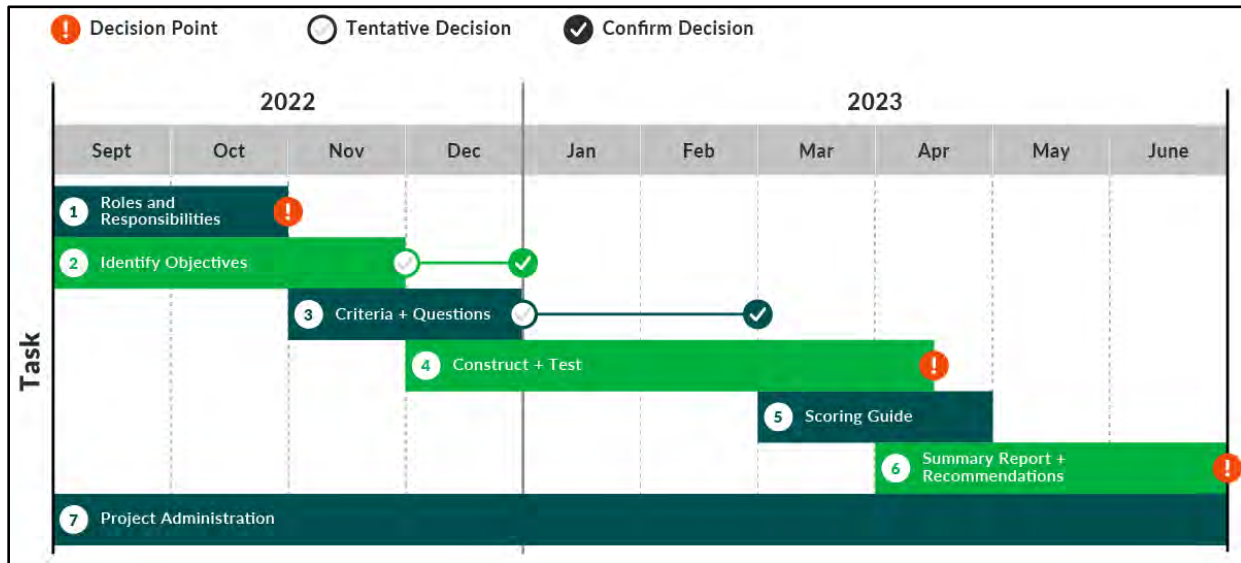


Figure 2 Throughout the project, the project team sought feedback from the Project Sponsors to make decisions.

Throughout this project, the team engaged a variety of WSDOT SMEs. Leaders across business lines, modal departments, Capital Program Development and Management (CPDM), and region offices were involved to ensure the model evaluated investment decisions against the statutory transportation system policy goals adequately, supported investments across all WSDOT’s business lines and did not unintentionally bias for/against any specific geographic areas or modes. Ultimately, this iterative refinement process addressed the concerns and feedback raised during the 2020 Feasibility Study.

The steps the team took to create the model are described in more detail within this section of the report.

WSDOT engagement

A variety of WSDOT staff were engaged throughout the project. Interested parties, such as Planning and Environmental Managers, were informed about this effort. Senior managers and subject matter experts were consulted and helped review, refine, and confirm evaluation criteria as well as provide input on the overall evaluation model.

Project Sponsors, led by the Deputy Secretary, provided guidance to the project team to inform the development of the model, set expectations with their teams and articulated the benefits of this project to those they supervise and lead. Sponsors included: Assistant Secretary Multimodal Development & Delivery, Principal Financial Officer, Senior Director of External

Relations, Deputy Assistant Secretary Multimodal Development & Delivery, Eastern Region Regional Administrator, and the Deputy Assistant Secretary (WSF).

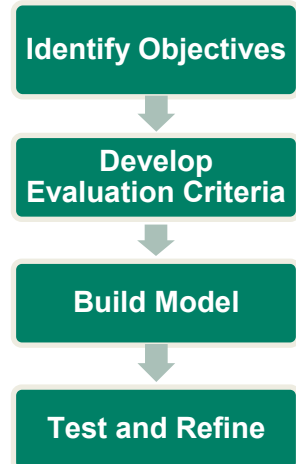
Sponsor input that guided the model development is highlighted in call out boxes in the following sections.

Model development process

The model was developed in four steps:

- **Identify objectives** to define how WSDOT staff interpret and implement statutory transportation policy goals,
- **Develop evaluation criteria** to measure how well a proposed investment achieves those objectives (and advances the goals),
- **Build a model** in Excel that incorporates the criteria and allows evaluation of an investment, and
- **Test and refine** the model to ensure that results are reasonable and reflect statutory priorities and the expectations of WSDOT staff and Project Sponsors.

The graphic to the right summarizes the steps required to support the development and application of rating criteria.



Step 1: Identify objectives

The State Legislature adopted six transportation policy goals with the intent that the goals be used for the planning, operation, performance of, and investment in the state's transportation system. To ensure the project evaluation model produces results that promote Washington's statutory policy goals for its transportation system, the model must use criteria that connects these goals to the proposed investments considered for funding.

The 2020 feasibility assessment found that Washington's transportation policy goals are too general to guide criteria development, requiring interpretation through corresponding objectives. Moreover, in practice, WSDOT uses many different performance measures and metrics to evaluate how well the agency is achieving these goals. For example, the Mobility goal could be interpreted as person trip throughput. However, Mobility is defined in planning documents to include network continuity, geographic connectivity, travel reliability, travel choice, congestion relief and modal diversification for vehicles, freight, transit, and active transportation.

STATEWIDE TRANSPORTATION POLICY GOALS

As defined by RCW 47.04.280, six statewide transportation policy goals guide the planning, operation, performance of and investment in the state's transportation system.

“Public investments in transportation should support achievement of these policy goals:

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

The powers, duties, and functions of state transportation agencies must be performed in a manner consistent with the policy goals...with preservation and safety being priorities.”

To address this ambiguity, the first task was to establish a shared understanding of the transportation policy goals based on the goals and objectives adopted in transportation plans that reflect public input. This created a foundation for the identification of specific objectives that were refined by WSDOT SMEs to evaluate whether potential investments would advance each policy goal. To develop criteria driven by the objectives, the project team identified business activities relevant to investment development and assembled relevant documents used to execute these business activities.³

³ Documents, leadership, and staff from the following groups within WSDOT were consulted: Capital Program Development and Management (CPDM), Bridges, Pavement Preservation, Statewide Transportation Asset Management Program, Washington State Ferries, Aviation, Maintenance Operations, Transportation Operations, Transportation Safety and Systems Analysis, Active Transportation, Public Transportation, Environmental Services, Statewide Planning, Target Zero Program, and Rail, Freight, and Ports.

The project team collected and reviewed over 35 adopted and draft plans and technical guidelines used across WSDOT’s business lines to identify adopted and soon-to-be adopted goals and objectives. (A list of these plans is provided in [Appendix A.](#))

Over 130 objectives from WSDOT plans, policies and technical guidelines were identified and placed in a matrix organized by business line. Building on this matrix, the project team synthesized these objectives to create an overarching set of draft objectives for review by WSDOT. This matrix was shared with twelve WSDOT SMEs during interviews to establish a shared understanding of the transportation system policy goals and identify where these objectives may conflict or align across business activities.

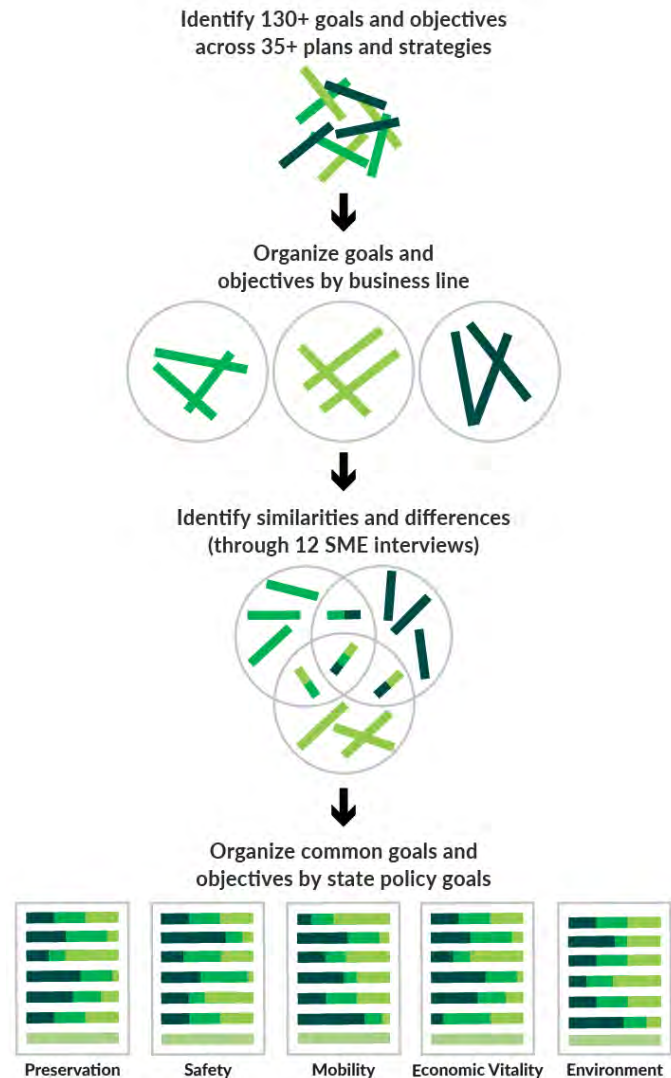


Figure 3: Visualization of how the team synthesized 130+ goals and objectives across 35+ plans and strategies to create a core set of common goals and objectives that became a framework for the development of the model.

Based on feedback from the SMEs consulted, the project team developed synthesized transportation policy goal statements and a set of refined objectives. Potential tradeoffs between objectives were also highlighted for each transportation policy goal. During this process, the project team and SMEs determined that advancing the Stewardship policy goal overlaps substantially with the other five transportation policy goals and should be evaluated in a different way to avoid double-counting. To account for Stewardship in the model, the draft goal statements and objectives for the other five transportation policy goals were refined to incorporate elements of resilience, sustainability, quality, effectiveness and efficiency, the key aspects of this goal. [Appendix B](#) provides the final list of goals and objectives.

Key takeaways from engagement with SMEs

- Business lines generally align with statewide policy goals.
- Need to balance tradeoffs between goals and between modes.
- Importance of Preservation to achieving other goals (especially Safety, Mobility, Economic Vitality).
- Concern that some performance targets cannot be achieved with current funding approach (notably, Preservation and Safety).
- Incorporate HEAL Act direction into Environment goal and objectives.
- Reflect project's effect on direction/scale of change to GHG emissions and VMT in scoring projects.
- Include avoiding environmental harm in Health, Equity, Environment screening questions.

Step 2: Develop evaluation criteria

The project team identified evaluation criteria to assess how well a proposed transportation investment would advance the goals and objectives synthesized in Step 1.

The project team reviewed adopted plans and WSDOT technical guidelines to identify existing criteria that could be directly applied or adapted as evaluation criteria for proposed transportation investments. In addition to the plans and technical guidelines reviewed in Step 1, the project team collected criteria currently used to evaluate system performance in WSDOT's *Gray Notebook* and investment prioritization policies (e.g., the 2018 *Transportation Structures Preservation Manual*). Each of the draft evaluation criteria was aligned with transportation policy goals and related objectives to ensure that all objectives would be measured. The resulting list of criteria was then compared to resources from peer Departments of Transportation (DOT), including Virginia DOT and Minnesota DOT to identify opportunities to align with nationwide best practices.

The project team requested feedback on the draft evaluation criteria from a broad range of WSDOT SMEs; including through focused interviews with a dozen SMEs to better understand the usefulness of proposed evaluation criteria and to identify resources for evaluating the criteria. The project team then revised the evaluation criteria based on SME feedback. The final evaluation criteria are presented in [Appendix C](#). The project team developed 14 evaluation criteria across the six transportation policy goals.

Step 3: Building the model

The model was developed in Microsoft Excel and is made up of four primary components: the three evaluation layers and the tiering process. Multiple evaluation methods are “layered” to address the inherent limitations of each individual evaluation method (described below).

- **Scoring methods** require intensive effort to implement, making them inefficient and too labor intensive to include a broad range of participants with different opinions. However, scoring methods are effective at rating individual criteria.
- **Polling methods** gather expert perspectives across many business lines and investment decisions but require more general rating methods that take less time to evaluate.
- **Screening methods** also require intensive effort to implement as well as very specific subject matter expertise.

Blending evaluation layers leverages the strengths of each methodology while maintaining the efficiency and speed needed to quickly assess a broad list of potential transportation investments. Each evaluation layer is described below.

Criteria Scoring layer

The Criteria Scoring layer ensures that each proposed investment is evaluated against the objectives in a consistent, qualitative assessment. Criteria Scoring contributes 60% of the composite (total) score for each proposed investment evaluated in the model.

After incorporating SME feedback on the draft evaluation criteria, the project team developed the Criteria Scoring layer as a stand-alone Excel spreadsheet. Scoring statements with associated point values were developed for each of the 14 evaluation criteria. The Criteria Scoring layer is implemented by a scorer who identifies which of the scoring statements best aligns with the proposed investment’s description and likely outcomes for the transportation system. Based on which scoring statement is selected, the proposed investment receives a defined number of points related to the criterion.

Specific guidance was developed for each scoring statement to promote consistency across different scorers. The guidance expands on the scoring statements and provides scorers with specific resources to refer to when evaluating proposed investments.

During the development process, WSDOT staff requested that the project team clearly define how Stewardship is addressed in the criteria scoring step. Since Stewardship is a crosscutting goal, it is evaluated as a final step in the Criteria Scoring layer, receiving higher points when a proposed investment performs well under one or more of the five other transportation policy goals. Key elements of Stewardship, including resiliency, quality, effectiveness, and efficiency, are also addressed in the criteria and scoring statement definitions for other policy goals.

A proposed investment can receive up to 10 points under each transportation policy goal, resulting in a maximum score of 60 points in the Criteria Scoring layer.

SME Feedback on Criteria Scoring Layer

- Evaluation criteria should reflect the state’s priorities for the transportation system; prioritize investments that advance Preservation and Safety to align with legislative direction in statute.
- Ensure that evaluation criteria reflect the multimodal nature of Washington’s transportation system and do not inadvertently prioritize individual travel modes.
- Incorporate active transportation facilities into criteria under the Preservation Goal.
- Consider impacts to human health and the natural environment separately under the Environment Goal; align evaluation of human health impacts with HEAL Act direction.
- Do not include equity and environmental justice related evaluations in the Scoring Criteria; instead, allow WSDOT staff with relevant expertise to evaluate these issues separately.
- For criteria under all Policy Goals, ensure that scoring statements are clearly defined and include an option for projects that do not advance the criterion.

Expert Polling layer

The Expert Polling layer incorporates a wide range of input from WSDOT SMEs representing a broad cross-section of different modes, disciplines, regions, and policy areas. In this process, polling participants rate each proposed investment based on their familiarity with the statewide transportation system and their opinion of how well they advance each of five transportation system policy goals: Preservation, Safety, Mobility, Economic Vitality and Environment.⁴ The opinions of the SMEs are intended to be subjective, based on their knowledge and unique perspectives on the value of the proposed investment in meeting policy intent. Results from the polling of individual SMEs are averaged to provide five individual policy goal scores for each proposed investment. This layer contributes 20% of the final score for each proposed investment.

Expert Polling is intended to be more general than Criteria Scoring. Polling helps to counteract the limitations inherent in the Criteria Scoring layer that can cause the model to overlook a great transportation investment because the criteria may be too narrowly defined to acknowledge the worth of that particular investment. The Expert Polling layer was tested by members of the project team and WSDOT SMEs and revised in response to their feedback, as described under Step 4, below.

⁴ As noted in the criteria scoring layer section, input from WSDOT staff and leadership during the model development process indicated that Stewardship is addressed through effective project development and delivery, including practices like comprehensive and consistent evaluation of potential investments. Therefore, the Stewardship policy goal is addressed in the Criteria Scoring layer; points are awarded based on how well a proposed investment advances the remaining five policy goals.

Environmental Justice Screening layer

The Environmental Justice Screening layer incorporates Washington state's priorities around health and equity into the evaluation of potential investments. This layer is separate from the Criteria Scoring and Expert Polling layers to ensure that benefits and burdens to overburdened communities and vulnerable populations are appropriately considered and not overlooked. The Environmental Justice Screening layer contributes 20% of the final score for each proposed investment but, as noted below, can move a proposed investment up one tier, under certain circumstances.

Healthy Environment for All (HEAL) Act

The 2021 Legislature enacted the HEAL Act, directing state agencies to implement recommendations from the Environmental Justice Task Force. The Legislature created the Environmental Justice Task Force in 2019 to strengthen the state's role in addressing issues of race, equity, diversity and inclusion. WSDOT is developing a process for conducting environmental justice assessments to meet all of the requirements outlined in the HEAL Act and will begin implementing that process July 1, 2023.

The purpose of the HEAL Act is to reduce environmental and health disparities in Washington state and improve the health of all Washington state residents. The act recommends that state agencies have measurable goals and model policies to reduce environmental health inequities in Washington, use equitable practices for meaningful community involvement, and use the environmental health disparities map to identify and promote the equitable distribution of environmental benefits to overburdened communities.

In this report, **overburdened community** means "a geographic area where vulnerable populations face combined, multiple environmental harms and health impacts, and includes, but is not limited to, highly impacted communities as defined in RCW 19.405.020."

Vulnerable populations means "population groups that are more likely to be at higher risk for poor health outcomes in response to environmental harms, due to: (i) Adverse socioeconomic factors, such as unemployment, high housing and transportation costs relative to income, limited access to nutritious food and adequate health care, linguistic isolation, and other factors that negatively affect health outcomes and increase vulnerability to the effects of environmental harms; and (ii) sensitivity factors, such as low birth weight and higher rates of hospitalization."

The project team considered several options for incorporating health and equity in the project evaluation model. Throughout this process, the team worked with WSDOT SMEs who are implementing the HEAL Act (see box below) in WSDOT's policies and procedures.

SME Feedback on Environmental Justice Screening Layer

- The environmental justice effects of a proposed investment cannot be determined without meaningful input from overburdened communities, tribal communities, and/or vulnerable populations,
- If a more in-depth assessment has not been conducted, expert review is needed to evaluate potential benefits and burdens resulting from a proposed investment,
- The location of a proposed investment in an overburdened or tribal community or near a vulnerable population is not sufficient to identify environmental justice outcomes, and
- Review of potential environmental justice outcomes should consider multiple sources of information and definitions of benefits and burdens.

Based on this feedback, the project team developed a stand-alone spreadsheet to evaluate potential environmental justice impacts for each transportation investment. WSDOT's environmental justice experts will conduct the screening and assess for known and potential benefits and/or adverse impacts to overburdened communities and vulnerable populations for each proposed investment. Proposed investments will be reviewed within the context of HEAL Act and environmental justice project evaluation guidance.

Environmental Justice Screening layer points were developed based on several resources and industrywide best practices documents, including WSDOT's draft *Environmental Justice Assessment Template*, the US DOT's *Equity Action Plan (2022)*, the Center for Transportation Equity's *Decisions and Dollars Transportation Equity Toolkit (2021)* and the US Environmental Protection Agency's *EJScreen environmental justice screening and mapping tool*.

Tiering approach

The results from each evaluation layer are used to assign proposed investments to three tiers:

- **Tier One, Highly Recommended** investments, which best implement the state's transportation policy goals and/or would provide a substantial environmental justice benefit. These proposed investments should be considered the highest priorities for inclusion in a funding process.
- **Tier Two, Recommended** investments, which meaningfully advance one or more transportation policy goals and/or would provide a substantial environmental justice benefit. These proposed investments should be included in a funding process as funding allows.
- **Tier Three, Discretionary** investments, which advance transportation policy goals to a lesser extent, but may be considered at the Legislature's discretion, particularly to achieve regional balance or consensus on a budget decision.

The project team developed the tiering approach in parallel with the development and refinement of each evaluation layer. This conceptual approach was shared with the Project Sponsors and refined based on their input.

It is important to recognize the project team had a specific intent when developing the tiered approach. Fundamentally, the tiered approach respects the Legislature's business practice of

identifying proposed investment funding and avoids linear ranking of proposed investments with very minor differences in scores. In fact, minor scoring differences are not considered meaningful differences in investment value. For this reason, tiering treats proposed investments with minor scoring differences as a group. The tiers are grouped based on how the individual proposed investments compare to the median score. Proposed investments well above the median score fall in Tier One, those near the median score fall in Tier Two, and those well below the median score fall in Tier Three.

Step 4: Testing and refining the model

Each evaluation layer was tested independently to identify potential improvements. Results from these rounds of testing were then used to test the draft model to ensure it operated reliably and to identify recommended thresholds for assigning proposed investments to the three tiers. The model automates the tier categorization, but the Scoring Administrator can modify the tiering percentages to adjust the modeled outcome.

Project list development

The project team developed an example proposed investment list using actual proposed investments approved in the Move Ahead Washington legislation from 2022. Each entry on the list includes a project ID, name, description and key elements that were identified by members of the project team and WSDOT staff. Based on input from the Project Sponsors, the draft project list was revised to include proposed investments from overburdened communities and across multiple modes of travel. A recommended structure for the proposed investment list and an example is provided below.

Entry	Description	Example
PIN	Unique identifier for each proposed investment	L2000234
Type	Investment type: project or program	Project
Name	Proposed investment name	I-405/SR 522 to I-5 Capacity Improvements
Description	Summary paragraph describing intent and key aspects of proposed investment.	This project will add capacity on Interstate 405 between state route number 522 and Interstate 5 by adding a new lane in both directions to create a dual express toll lane system, an extension of the existing express toll lane system from Bellevue to Lynnwood. This project will also make improvements to the SR 522 & SR 527 interchanges. Fully funds phase 1 of the I-405 project, from SR 522 to SR 527.

Entry	Description	Example
Elements and objectives	<ul style="list-style-type: none"> Specify which elements of the proposed investment advance objectives/meet criteria. Identify whether the proposed investment is included in adopted plans and/or is located in a designated growth area. 	<ul style="list-style-type: none"> Traffic capacity with freight benefit on a T-1 route Congestion relief w/air quality benefits Peak variable rate tolling for traffic management, new lanes are express toll lanes Continuity- extends prior improvements to natural termini Includes inline transit stations for bus rapid transit and to improve transit service reliability Includes local roadway improvements, fish barrier connections, noise walls and new stormwater facilities.
Location	Proposed investment city, county, or more specific location (e.g., milepost on state highway).	Southern Snohomish County Northern King County
Legislative District	Legislative District(s) in which the proposed investment would be located.	District 1 District 21
Total budget	Total estimated budget	\$111,567,000

Figure 4 Example proposed investment and components.

Criteria Scoring layer testing

The Criteria Scoring layer was first tested by a member of the project team to uncover any confusion or any missing scoring guidance statements and resources. Next, two members of the project team's staff unfamiliar with the list of proposed investments were asked to test the Criteria Scoring layer. Additional rounds of testing were conducted by CPDM staff and by project team staff familiar with the statewide transportation system. Testers provided the following feedback after several rounds of review:

- Resources need to be provided to scorers in an easily accessible way.
- Some of the scoring statements result in conflicting scores when applied to proposed investments that would improve multiple modes.
- Provide examples of project types or elements that would result in specific scores.
- Increases in programmatic funding may not score highly enough compared to individual projects because their description is more general by definition.

In response to this feedback, the project team revised scoring statements to better address the rating of increases in programmatic funding and added additional content regarding scoring resources. The project team also recommended that WSDOT staff review outcomes from future applications of the project evaluation model to identify whether changes should be made to better reflect the value of programmatic investments to the state's transportation system.

Expert Polling layer testing

The Expert Polling layer was tested by project team members and revised based on their feedback. The revised Expert Polling layer was then distributed to WSDOT staff who represented the areas and extent of expertise that would be typical of SMEs participating in this layer. The consultant team revised the model based on their feedback. Key pieces of feedback included:

- The scoring approach and instructions are generally clear.
- It would be helpful to provide more information about how SME input would be incorporated into the overall project evaluation and tiering.
- The spreadsheet tool should include a "medium" option for scoring.

Based on this feedback, the project team changed the scoring approach to include four values ("High," "Moderate," "Low," and "No") rather than three, and added context to the spreadsheet's user instructions.

Environmental Justice Screening layer testing

The Environmental Justice Screening layer was initially tested by an equity expert from the project team's staff who reviewed the draft screening guidance and applied the screening layer to the proposed investment list. In response to this reviewer's feedback, the project team revised the scoring guidance to better reflect the level of information available about potential investments during the legislative process, which can be less than is typical for a proposed investment further along in the planning or implementation process.

The project team then presented the screening layer guidance and initial test results to WSDOT equity experts, who provided the following feedback:

- The overall approach addresses concerns expressed in prior meetings.
- The environmental justice screening layer should be aligned with final WSDOT HEAL Act guidance.
- WSDOT HEAL Act leaders should be engaged during the next phases of project model development to further refine this layer as needed.

In response to the WSDOT expert feedback, the screening guidance was revised for better alignment with the HEAL Act and the Next Steps section of this document was informed by their input.

Through the testing process, one refinement was made to how the Environmental Justice Screening layer was applied in tiering: proposed investments which have identified benefits to overburdened communities and/or vulnerable populations through a community-involved process will receive the highest scores and will automatically advance to a higher tier in the final proposed investment list. Proposed investments which have not been developed with community involvement will be screened for their potential to benefit or burden overburdened communities and vulnerable populations, and while their scores will be documented, they will not automatically be advanced up to a higher tier. However, they could be moved up a tier based on their overall composite score.

Tiering Approach testing

After the first round of testing, the project team developed a beta version of the project evaluation model as an Excel spreadsheet tool that incorporated polling, scoring and screening results from each of the evaluation layers, and automated the tiering process. Based on a review of draft results from the model, the project team updated the model to include the following elements:

- User-adjustable tiering thresholds for each policy goal evaluated in both the Expert Polling and Environmental Justice Scoring layers, based on both absolute point scores and variance from median scores.
- User-adjustable tiering thresholds for the Environmental Justice Screening layer and composite scores.
- Additional tabs showing interim tiering results.
- Additional information on the project evaluation and tiering processes.

Section II. Evaluation model

The prior section detailed the process to develop the project evaluation model, incorporating the internal testing and feedback from the Project Sponsors and WSDOT SMEs. This chapter summarizes the final draft model and critical inputs into the model. A detailed scoring guide, which provides more information on each part of the model, is provided in [Appendix D](#).

Initiation and unranked proposed investments list

Before applying the model, work must be done to prepare the list of proposed investments to be evaluated. This section outlines the steps to prepare that list. This task will be conducted by the Scoring Administrator, who is a WSDOT staff member in charge of the overall project evaluation process. The Scoring Administrator will compile the list of proposed investments from WSDOT, community partners and legislative sources to prepare for evaluation. Each proposed investment should include a standard description to be developed by the entity submitting the proposal for evaluation. High-level costs should be included but will not be considered during evaluation scoring.

Each proposed investment listed must include the following to qualify for evaluation:

- A unique identification number.
- A unique name.
- Status as increase in programmatic funding (“program”) or project.
- List of proposed investment elements and intended outcomes.
- Location, such as city/county, milepost and/or latitude/longitude.
- Legislative district(s), if applicable.
- Estimated cost of investment.

Proposed investments only identified by title should not be evaluated because the rater would have to assume what elements are included, which would be inconsistent with how proposed investments with full descriptions are evaluated. Proposed investments with only a title will instead be listed under Tier 3 (discretionary) for consideration by the Legislature.

After the list is compiled, WSDOT staff will set up the Expert Polling, Criteria Scoring, and Environmental Justice Screening Excel spreadsheets for distribution to rating participants.

Criteria Scoring, Expert Polling and Environmental Justice Screening

The Scoring Administrator distributes the list and evaluation materials to the Criteria Scorers, SMEs for Expert Polling, and Environmental Justice screeners within WSDOT. Each evaluation

Sponsor guidance on projects/programs list

- The evaluation process and outputs should reflect the level of detail and amount of prior planning conducted; projects or programs with insufficient descriptions can be added to the Discretionary tier.
- Project and program descriptions should identify key elements related to the policy goals.
- Legislative districts should be listed next to each project within the tiered lists.
- The structure and content of project descriptions is likely to evolve over time.

activity occurs simultaneously; the entire process is intended to take no more than one week from start to finish. As noted in the prior chapter, each of the evaluation layers has an independent spreadsheet tool.

Composite Score and tiering

Results from the three layers contribute to the composite score with the following proportions:

- Criteria Scoring layer: 60%
- Expert Polling layer: 20%
- Environmental Justice Screening layer: 20%

As noted in the prior section, there are three tiers that proposed investments can fall into after considering the composite scoring. The tiers are grouped based on how individual proposed investments compare to the median score.

The Scoring Administrator initiates tiering by selecting the “Run Model” button in the spreadsheet tool. The model sorts proposed investments into tiers according to the median thresholds in three steps:

- 1. Policy Goal Tiering:** Each proposed investment receives a policy goal score for Preservation, Safety, Mobility, Economic Vitality and Environment. Each policy goal score is the sum of the points awarded for that goal in the Expert Polling layer and the Criteria Scoring layer. The model sorts the proposed investments into three tiers based on the highest policy goal score received.
- 2. Environmental Justice Tiering:** The model advances proposed investments up one tier if their Environmental Justice Screening scores exceed the thresholds identified in the model input parameters. This tiering step recognizes proposed investments that advance the state’s goals for health and equity.
- 3. Composite Score Tiering:** The model adds the five policy goal scores (based on Criteria Scoring and Expert Polling), the Stewardship policy goal score developed in the Criteria Scoring layer, and the Environmental Justice Screening score to create a composite score. Proposed investments with a composite score that exceeds the median threshold identified in the model input parameters are advanced one tier. This tiering step recognizes proposed investments that advance multiple policy goals well but that do not receive the highest scores for any individual policy goal.

Following the initial tiering, the Scoring Administrator reviews the results to confirm that results are reasonable and to review the distribution of scores. Typically, proposed investments do not have linearly defined scores but tend to cluster above and below the median score. The model input parameters allow user adjustments of the tiering thresholds based on a brief analysis of the distribution of scores. It may also be helpful to create an Excel scatterplot of scores to help reveal the scoring distribution pattern. The goal is to refine the tiering thresholds to identify the “natural breaks” or clusters in composite scores to identify the most appropriate median thresholds. These adjustments should be used to define the three tiers, to the degree that the

Sponsor guidance on tiering and internal review

- Internal review provides an opportunity to assess whether the model has produced a reasonable tiered list. Model adjustments may be needed from year to year.
- The Assistant Secretary – Regions/Chief Engineer should lead this internal review process.

natural break points are evident in the scoring results. The model may need to be re-run with refined tiering thresholds depending on how results are distributed.

Internal review

After proposed investments are organized into tiers, the Assistant Secretary – Regions/Chief Engineer will lead an internal review to confirm alignment with WSDOT’s overall goals, priorities and practices. This review should identify any results that seem unreasonable or misaligned with statutory priorities for the transportation system and notify the Scoring Administrator that additional model refinements may be needed.

For example, the internal review may find that a proposed programmatic investment that aligns with legislative and WSDOT priorities, such as increased funding to the existing highway paving program, is assigned to the Discretionary Tier despite providing a substantial investment in preservation of the transportation system. The reviewers should notify the Scoring Administrator to better understand how the proposed investment was assigned to the Discretionary Tier and to identify potential changes to the Scoring Criteria that would better reflect statutory priorities.

Model use

WSDOT has identified initial roles and responsibilities for carrying out the model and will refine how the model fits within current workflows within the department. However, it is expected that Multimodal Planning & Data Division (MPDD) staff will serve as the Scoring Administrator and that SMEs could be identified based on expertise, the specific proposed investment list and availability to execute the evaluation.

Model testing outcomes

The project team tested the model against twenty-six capital projects and five programmatic investments derived from a portion of the Move Ahead Washington list of funded proposed investments.

Proposed investments identified as highly recommended in the model tiering output perform best compared to the transportation policy goals and Environmental Justice Screening. Highly recommended proposed investments typically produced benefits under more than one goal and received Environmental Justice Screening points in the testing process. A few proposed investments advanced to Tier 1, Highly Recommended, because of an extremely high score under one policy goal. For example, Rural Roadway Departures placed in Tier 1 on the strength of its Safety score alone. The Safety policy goal is prioritized above other policy goals in statute, along with Preservation, so the model provides a low bar for advancement up the tiers if a proposed investment scores well for these policy goals.

Sponsor guidance on model use

- Think about how the evaluation process could be incorporated into the legislative work cycle, as well as WSDOT’s planning and decision-making process.
- Integrate WSDOT technical expertise into the design of the model.
- Ensure the evaluation process is transparent so those who are interested can understand how scores are determined.

Recommended proposed investments produced benefits under fewer policy goals than highly recommended proposed investments in the testing process. They also tended to have lower Environmental Justice Screening layer points. Some of the proposed investments received Environmental Justice Screening layer points and advanced up to Tier 2, Recommended, for that reason. For example, Usk Bridge nonmotorized improvements performs only moderately when evaluated against the policy goals, but ends up in Tier 2, Recommended, because it provides nonmotorized access to a Tribal reservation with no alternative walking routes.

Discretionary proposed investments had moderate to low scores across all policy goals. Expert Polling and Environmental Justice Screening results were also low for most proposed investments listed under Tier 3, Discretionary. Low or moderate performance does not disqualify a proposed investment from funding consideration. The legislative budget process considers factors beyond policy goal alignment, including geographic distribution and consensus building.

Future model development should include monitoring for scoring anomalies, such as unexpectedly low scores for proposed investments that advance the Safety and Preservation transportation system policy goals, and refinement to better align model outputs with WSDOT and statutory priorities.

Section III. Next steps

This section outlines the principal recommendations for implementing the performance-based project evaluation model to help inform legislative decisions. The model is considered developmental, with the assumption that it will evolve over time to meet future needs. This may include further testing against other project lists, adjusting median thresholds, involving external polling experts, and evaluating the ability of the model to rate individual projects.

The 2022 Legislative Budget Proviso signaled interest on behalf of the Legislature for using a performance-based evaluation model. The 2023 Legislature also provided partial funding to continue the implementation of the model.

If the Legislature chooses to continue development and implementation of the model, the project team identified the following considerations as next steps:

- **Data development:** The ability to easily access data to make a fact-based decision will be necessary to implement the model. WSDOT will need to evolve and identify the data that is needed, determine where it can be found, and establish how it is shared to connect to the model tool for scoring.
- **Automation of the model:** Migrating the model from an Excel tool to a web-based format will create a more user-friendly external interface and may allow for applicants to enter proposed investment information, which will promote more complete, consistent descriptions and a consistent “standard of work.” It will also reduce the staff time needed to administer the manual Excel tool. This will take approximately 1 FTE for at least six months based upon the skill level and the software currently being used by WSDOT.
- **Stakeholder engagement:** Prior to migration to a web-based format, both internal and external stakeholder engagement should occur to continue to establish a common understanding of how the transportation policy goals are being used to evaluate proposed investments, as well as to help inform data development, criteria refinement and model evolution. This could happen in parallel with the data development process.

Model implementation

In addition to the immediate next steps highlighted above related to data development and further refinement/automation of the model, there are other items that WSDOT should consider prior to implementing the model. These are summarized below.

Set up environment for initial administration of the model

- **Finalize data layers:** These are the resources and sources of information that people applying the model will be leveraging for polling, scoring, and screening. All the data layers required for initial model application will need to be identified and compiled prior to the initial run.
- **Initial calibration for known and potential investments that could be evaluated:** To streamline the initial run of the model, a “pre-test” should be conducted on known and potential investments to refine the tiering parameters or refine the user guides to get the best outcome.

- **Training on proposed investment list development and model application:** As noted earlier in this report, it is important that the proposed investment list be developed in a way that provides the information necessary to apply the model. Training on the proposed investment list development and for the people who apply the model will be important prior to the initial run. The draft model developed as part of this report is a strong foundation for initial training.

Develop processes and identify resources to operate the model

- **Update data layers:** As the model is applied, new data sources, refinement to data, and other resources are bound to be identified. WSDOT should continuously update the data layers to streamline application of the model.
- **Compiling proposed investments, refining proposed investment descriptions/definitions based on initial model applications:** As WSDOT applies the model, the agency is likely to identify future proposed investments that will likely go through evaluation. Unfunded proposed investments will also likely be re-evaluated in the future. Compiling new proposed investments and keeping their descriptions up to date will make subsequent model applications more efficient.
- **Continue to refine the model to reflect legislative direction:** As new laws and statutes that affect transportation system management and funding are adopted, the model will need to be refined to ensure that it aligns with new legislative priorities.
- **Maintaining staff capacity:** It is likely that the model will be applied periodically (i.e., it may not be applied much outside of the legislative session). It will be important to maintain staff knowledge and capacity in the times when the model is less heavily applied so that it can be quickly ramped up when necessary. This capacity is important given the cyclical nature of legislative funding requests.

Coordinate with legislative work cycle

While the model may be implemented during the legislative session, evaluating proposed investments prior to the start of the session could reduce the administrative burden to WSDOT staff and ensure broader participation. Below are some considerations for utilizing the model within the legislative work cycle and opportunities to streamline WSDOT staffing capacity:

- Assume a minimum one-week timeframe to conduct evaluation utilizing the model.
- Consider accepting information on proposed investments on a rolling basis, rather than immediately prior to or during the Legislative work cycle.
- Proposed investments that are identified internally within WSDOT should be evaluated prior to the legislative session, when possible.
- Proposed investments that emerge during the session may be evaluated as a list becomes available, if time allows.
- Proposed investments that emerge without sufficient time for evaluation could be included as Tier 3, Discretionary proposed investments.
- Sharing tiering results early can help stakeholders and legislators refine potential proposed investments to align with transportation policy goals more closely, thus improving how the proposed investments rate.

Future external engagement

Feedback received from both external stakeholders and WSDOT staff through the 2020 Feasibility Study was foundational to the development of the evaluation model. In addition, more than 35 state plans, technical guides, and strategies were consulted to develop the objectives and criteria used in the evaluation layers within the model. These plans and strategies were developed through community engagement; therefore, they communicate the needs, desires and values of the broader Washington community.

This most recent phase of work to develop, test, and refine a performance-based evaluation model was guided primarily by WSDOT staff because of the short time frame for delivery and the technical nature of the work. The project team recommends future, ongoing public engagement with regard to the model. This engagement will make information about the model more accessible to the broader public, and feedback gathered will help WSDOT continue to refine the model. This could include the following activities conducted by WSDOT

- Continue engaging with community members and organizations that are invested in transportation issues, Regional Transportation Planning Organizations, Metropolitan Planning Organizations, local jurisdictions, and the broader public by hosting periodic listening sessions to provide updates for this work as well as solicit input to refine the model.
- Continue advancing work to reflect community values in the objectives and in the model's Environmental Justice Screening layer.
- Simplify content that explains performance-based project evaluation in a manner that is clear, so community members feel informed enough to participate and understand how transportation investment decisions are made.
- To reach a broader, more diverse audience and increase awareness, create a webpage designed for interactive learning and engagement about performance-based project evaluation tools and procedures with an overview video in multiple languages. The website can demonstrate how WSDOT uses goals, objectives and criteria to evaluate proposed investments.
- WSDOT and the Legislature may also consider an online interactive dashboard or other online tools that allow for transparency and accountability. These tools could share the results of performance-based project evaluation with the public.

WSDOT staff engagement should continue following the Legislature's receipt of this report. Engagement activities should be focused on sharing an update of the work to date and an overview of the evaluation model as well as the criteria being used to help inform data development and model evolution. This could happen in parallel with the data development process funded by the Legislature beginning in July 2023. The team recommends that engagement occur prior to WSDOT migrating the model to a web-based platform.

It is anticipated that ongoing implementation of the evaluation model as funded by the Legislature will continue through 2024 with regular refinement occurring as the model evolves through additional testing and data development and as it advances over time in response to changes in transportation policy and HEAL Act Implementation. Subsequent work by WSDOT on this effort depends on whether or not the results of this work are deemed useful to the Legislature.

Exhibit A: Performance-based Project Evaluation Developmental Model

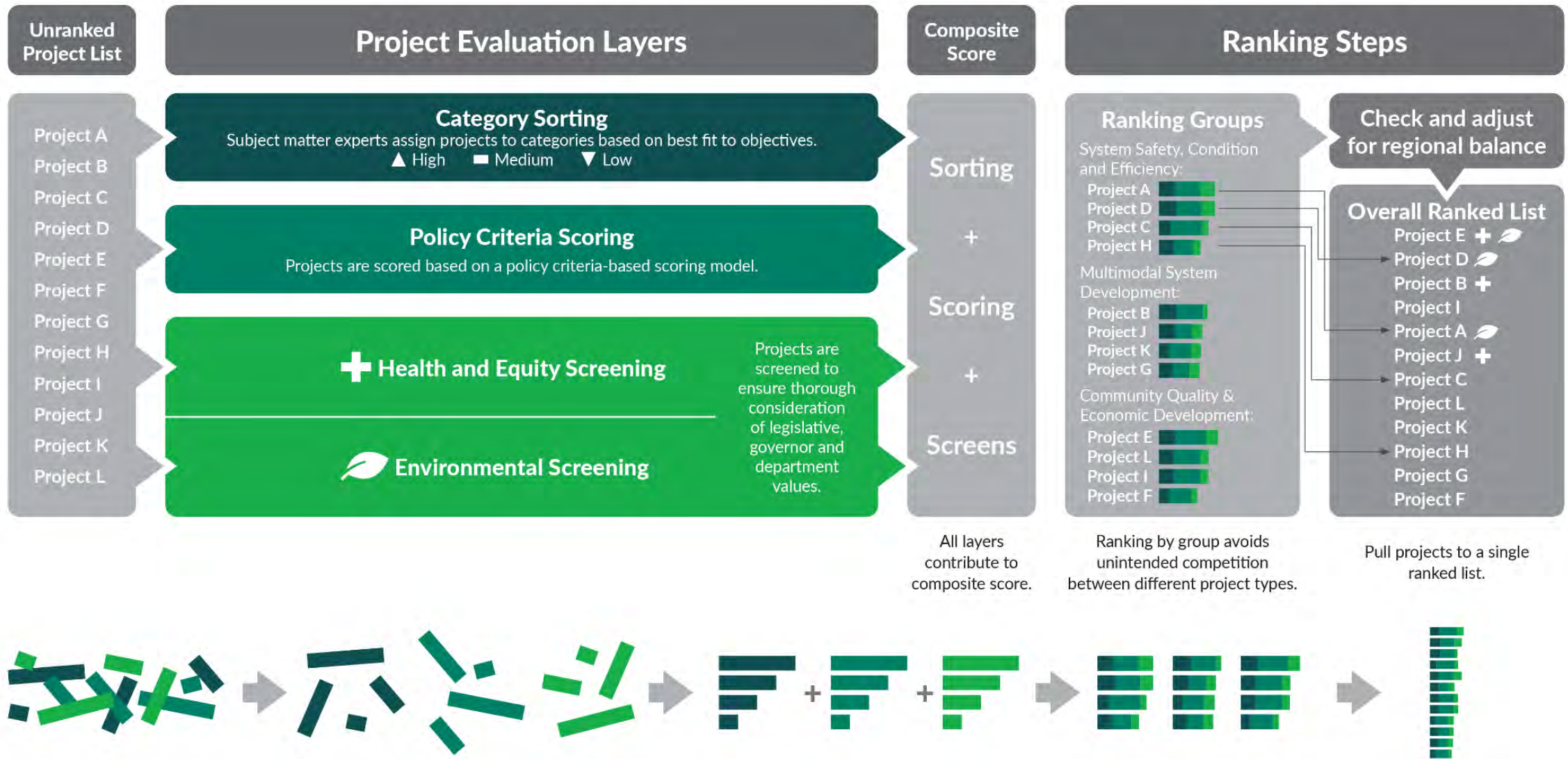
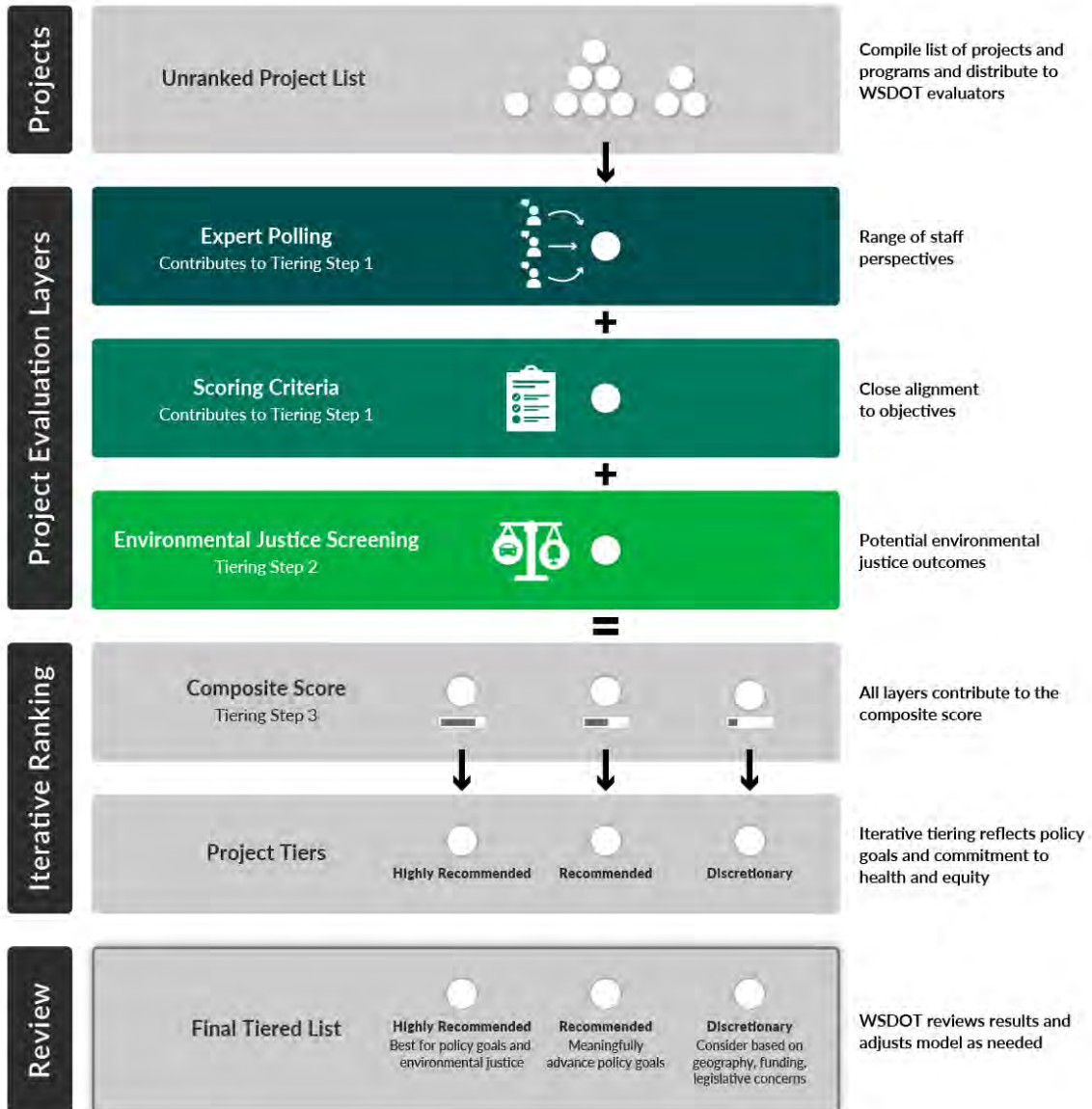


Exhibit B: Performance-based Project Evaluation Model

Project Evaluation Model Process

This performance-based project evaluation model identifies the investments that best support Washington's statutory Transportation System Policy Goals through the use of three different project evaluation layers and an iterative tiering process.



Appendix A: Plans Consulted

Plan	Year	Category
2019 Washington State Rail Plan	2019	Statewide plan
2020 Biennial Transportation Attainment Report: Washington's Transportation System: Goals, Objectives And Performance Measures	2020	Progress Report
Beyond Tomorrow: Laying the Foundation for Washington's Transportation Future	2020	Presentation
Bridge Preservation Program (P2) Candidate Selection and Prioritization Methods	2021	Technical guidance
Center for Transportation Equity, Decisions & Dollars Transportation Equity Toolkit	2021	Technical guidance
CPDM Multi-Criteria Evaluation Matrix	2020	Internal guidance
Draft 2022 Washington State Freight System Plan	2022	Statewide plan
Economic Vitality Practical Solutions Performance Framework	2019	Technical guidance
Getting to Zero: WSDOT's Highway Safety Improvement Plan Implementation Plan 2020	2020	Statewide plan
Guide to MnDOT Highway Project Selection (MnDOT)	2022	Technical guidance
Healthy Environment for All (HEAL) Act, adopted language	2021	Legislation
Highway System Plan (draft)	2023	Statewide plan
Highways Scoping Instructions	2022	Technical guidance
Instructions to Scope Fish Barriers Identified within Transportation Projects	2017	Technical guidance
Mobility Practical Solutions Performance Framework	2019	Technical guidance
Practical Solutions Performance Framework: Environment (Draft)	2022	Technical guidance

Plan	Year	Category
SMART SCALE Technical Guide (VDOT)	2022	Technical guidance
State Highways Hybrid Preservation Approach: Overview of Implementation Plan and Action Items	2022	Internal guidance
Statewide Human Services Transportation Plan	2022	Statewide plan
Target Zero: Washington State Strategic Highway Safety Plan	2019	Statewide plan
Transportation Asset Management Plan	2022	Statewide plan
Transportation Demand Management Strategic Plan	2018	Statewide plan
Transportation Structures Preservation Manual	2018	Technical guidance
US EPA EJScreen: Environmental Justice Screening and Mapping Tool	2023	Technical guidance
USDOT Equity Action Plan	2022	Technical guidance
Utah Transportation Capacity Project Prioritization Process (UDOT)	2021	Technical guidance
Washington Aviation System Plan	2017	Statewide plan
Washington State Active Transportation Plan 2020 and beyond	2021	Statewide plan
Washington State Ferries COVID-19 Service Restoration Plan	2022	Service plan
Washington State Ferries Long Range Plan	2019	Statewide plan
Washington State Freight and Goods Transportation System 2021 Update	2021	Statewide plan
Washington State Multimodal Permeability Pilot	2021	Progress report
Washington State Plan for Electric Vehicle Infrastructure Deployment	2022	Statewide plan
Washington State Public Transportation Plan	2016	Statewide plan

Plan	Year	Category
Washington Transportation Plan 2040 and Beyond	2018	Statewide plan
Washington Transportation Plan, Phase 2 - Implementation 2017-2040	2018	Statewide plan
WSDOT Action Plan for Implementing Pedestrian Crossing Countermeasures at Uncontrolled Locations	2018	Technical guidance
WSDOT Gray Notebook: Quarterly performance analysis of WSDOT's multimodal systems and programs	2022	Progress report
WSDOT HEAL Act implementation guidelines (draft)	2023	Internal guidance

Appendix B: Goals and Objectives

Area	Goal	Objectives
Preservation	To maintain, preserve, and extend the life and utility of prior investments in transportation systems and services, including the state ferry system	<ul style="list-style-type: none"> ▫ Establish and maintain state of good repair. ▫ Ensure stable & resilient service. ▫ Act to prevent failure due to condition of facilities. ▫ Minimize lifecycle cost. ▫ Increase resiliency to natural disasters, extreme weather, and climate impacts.
Safety	To provide for and improve the safety and security of transportation customers and the transportation system	<ul style="list-style-type: none"> ▫ Apply countermeasures to locations of repeat and avoidable serious injuries and deaths. ▫ Proactively invest in safety improvements to reduce potential for fatal and serious crashes. ▫ Improve safety for users of all modes that use or interact with state assets.
Mobility	To improve the predictable movement of goods and people throughout Washington state, including congestion relief and improved freight mobility	<ul style="list-style-type: none"> ▫ Maintain and increase predictability of person movement and freight movement on priority corridors. ▫ Maintain and increase efficiency by improving the use of existing capacity to maximize person and freight throughput. ▫ Maintain and improve multimodal access to destinations, including establishment of a high-continuity, comfortable, easy-to-use multimodal network. ▫ Improve system resilience, including acting to prevent service interruptions due to weather, climate impacts, and natural disasters.
Economic Vitality	To promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to ensure a prosperous economy	<ul style="list-style-type: none"> ▫ Provide infrastructure and services consistent with local and regional land use and infrastructure plans. ▫ Improve access to jobs by driving, transit, biking, and/or walking. ▫ Improve access to non-work destinations by driving, transit, biking, and/or walking. ▫ Maintain and improve workforce access to jobs and affordable housing. ▫ Support economic competitiveness with cost-effective transportation investments.
Environment	To enhance Washington's quality of life through transportation investments that promote energy conservation, enhance healthy communities, and protect the environment	<ul style="list-style-type: none"> ▫ Reduce environmental harms from transportation infrastructure and operations. ▫ Reduce transportation impacts on community health and cultural resources. ▫ Invest in transportation improvements that support more efficient land use patterns and use of transit, walking, and bicycling.

Appendix C: Evaluation Criteria

Goal	Relevant Objectives	Criteria	Scoring Statements (Select One)
Preservation	<ul style="list-style-type: none"> ▫ Establish and maintain state of good repair. ▫ Ensure stable & resilient service. ▫ Act to prevent failure due to condition of facilities. 	State of good repair	<ul style="list-style-type: none"> ▫ Proposed investment improves conditions of facilities and/or services from Fair to Good as defined by relevant plans and policies. (4 points) ▫ Proposed investment improves conditions of facilities and/or services from Poor to Good, as defined by relevant plans and policies, or proposed investment replaces an existing facility. (2 points) ▫ Proposed investment adds new facilities and/or services and/or proposed investment provides ongoing minor improvements to existing facilities. (1 point) ▫ Proposed investment does not add or improve condition of existing facilities and/or services and/or proposed investment removes existing facilities. (0 points)
Preservation	<ul style="list-style-type: none"> ▫ Minimize lifecycle cost. 	Minimize lifecycle cost	<ul style="list-style-type: none"> ▫ Proposed investment employs maintenance or basic repair strategies as defined in <i>WSDOT's Transportation Asset Management Plan</i> and other asset management plans. (3 points) ▫ Proposed investment employs rehabilitation, mitigation, or retrofit strategies as defined in <i>WSDOT's Transportation Asset Management Plan</i> and other asset management plans. (2 points) ▫ Proposed investment reconstructs or replaces the facility as defined in <i>WSDOT's Transportation Asset Management Plan</i> and other asset management plans. (1 point) ▫ Proposed investment does not employ maintenance, repair, mitigation, or retrofit strategies, and does not involve reconstruction or replacement of an existing facility. (0 points)

Goal	Relevant Objectives	Criteria	Scoring Statements (Select One)
Preservation	<ul style="list-style-type: none"> ▫ Increase resiliency to natural disasters, extreme weather, and climate impacts. 	Prevent infrastructure failure	<ul style="list-style-type: none"> ▫ One of the proposed investment’s primary purposes is to improve natural hazard-based resiliency of transportation infrastructure (through design, strategic planning, project prioritization, or maintenance). (3 points) ▫ Natural hazard-based resiliency of transportation infrastructure is improved based on proposed investment’s design standards. (2 points) ▫ Proposed investment <i>does not</i> improve natural hazard-based resiliency of transportation infrastructure through design, strategic planning, project prioritization, or maintenance. (0 points)
Safety	<ul style="list-style-type: none"> ▫ Apply countermeasures to locations of repeat and avoidable serious injuries and deaths. ▫ Proactively invest in safety improvements to reduce potential for fatal and serious crashes. ▫ Improve safety for users of all modes that use or interact with state assets. 	Improves safety	<ul style="list-style-type: none"> ▫ Proposed investment has already been identified as a safety investment in an adopted plan or capital improvement program. (10 points) ▫ Proposed investment implements specific countermeasures to reduce the potential for crashes resulting in serious injuries and fatalities. (8 points) ▫ Proposed investment reduces potential for crashes resulting in serious injuries to bicyclists and/or pedestrians and/or for crashes near locations with high numbers of seniors, children, and/or people with disabilities (schools, parks, senior facilities, etc.). (6 points) ▫ Proposed investment reduces the potential for crashes resulting in serious injuries and fatalities involving any road users. (4 points) ▫ Proposed investment reduces the potential for crashes of any severity involving any road users. (2 points) ▫ Proposed investment would not reduce the potential for crashes. (0 points)

Goal	Relevant Objectives	Criteria	Scoring Statements (Select One)
Mobility	<ul style="list-style-type: none"> ▫ Maintain and increase predictability of person movement and freight movement on priority corridors. 	<p>Predictable and efficient operations</p>	<ul style="list-style-type: none"> ▫ Proposed investment <i>greatly</i> improves on-time performance and/or travel time reliability of the improved services and/or facilities in the proposed investment area. (3 points) ▫ Proposed investment <i>somewhat</i> improves on-time performance and/or travel time reliability of the improved services and/or facilities in the proposed investment area. (2 points) ▫ Proposed investment <i>greatly</i> improves on-time performance and/or travel time reliability through traffic redistribution on proximate routes. (2 points) ▫ Proposed investment <i>somewhat</i> improves on-time performance and/or travel time reliability through traffic redistribution on proximate routes. (1 point) ▫ Proposed investment does <i>not</i> improve on-time performance and/or travel time reliability of the improved services and/or facilities or through traffic redistribution on proximate routes. (0 points)
Mobility	<ul style="list-style-type: none"> ▫ Maintain and increase efficiency by improving the use of existing capacity to maximize person and freight throughput. 	<p>Increase efficiency by improving the use of existing capacity</p>	<ul style="list-style-type: none"> ▫ Proposed investment <i>greatly</i> increases person throughput on a WSDOT-owned facility, freight throughput on a freight-priority facility or near a freight facility or manufacturing industrial center, or the use of existing transit or ferry capacity. (3 points) ▫ Proposed investment <i>somewhat</i> increases person throughput on a WSDOT-owned facility, freight throughput on a freight-priority facility or near a freight facility or manufacturing industrial center, or the use of existing transit or ferry capacity. (2 points) ▫ Proposed investment does <i>not</i> increase person throughput on a WSDOT-owned facility, freight throughput on a freight-priority facility or near a freight facility or manufacturing industrial center, or the use of existing transit or ferry capacity. (0 points)

Goal	Relevant Objectives	Criteria	Scoring Statements (Select One)
Mobility	<ul style="list-style-type: none"> ▫ Maintain and improve multimodal access to destinations, including establishment of a high-continuity, comfortable, easy-to-use multimodal network. ▫ Improve system resilience, including acting to prevent service interruptions due to weather, climate impacts, and natural disasters. 	Provide continuous networks for all modes	<ul style="list-style-type: none"> ▫ Proposed investment improves continuity by completing a gap in existing infrastructure or making improvements to existing infrastructure. (4 points) ▫ Proposed investment improves continuity by adding a parallel, connected facility to an existing facility that lacks a connected and parallel network. (3 points) ▫ Proposed investment improves continuity by extending existing infrastructure. (2 points) ▫ Proposed investment does <i>not</i> improve continuity for any mode. (0 points)
Economic Vitality	<ul style="list-style-type: none"> ▫ Provide infrastructure and services consistent with local and regional land use and infrastructure plans. ▫ Improve access to jobs by driving, transit, biking, and/or walking. ▫ Improve access to non-work destinations by driving, transit, biking, and/or walking. ▫ Maintain and improve workforce access to jobs and affordable housing. 	Improved access to destinations (jobs, education, and services)	<ul style="list-style-type: none"> ▫ Proposed investment <i>greatly</i> improves access to existing jobs, education, services, and housing by driving, transit, biking, and/or walking. (4 points) ▫ Proposed investment <i>somewhat</i> improves access to existing jobs, education, services, and housing by driving, transit, biking, and/or walking. (3 points) ▫ Proposed investment <i>greatly</i> improves access to planned jobs, education, services, and housing by driving, transit, biking, and/or walking. (2 points) ▫ Proposed investment <i>somewhat</i> improves access to planned jobs, education, services, and housing by driving, transit, biking, and/or walking. (1 point) ▫ Proposed investment does <i>not</i> improve access to jobs, education, services, and housing by driving, transit, biking, and/or walking. (0 points)

Goal	Relevant Objectives	Criteria	Scoring Statements (Select One)
Economic Vitality	<ul style="list-style-type: none"> Support economic competitiveness with cost-effective transportation investments. 	Increase direct economic activity	<ul style="list-style-type: none"> Proposed investment improves missing or deficient transportation infrastructure in a part of the community with potential for increased number and diversity of businesses that has been targeted for economic development. (4 points) Proposed investment improves missing or deficient transportation infrastructure in a part of the community with potential for increased number and diversity of businesses. (2 points) Proposed investment does not improve missing or deficient transportation infrastructure in a part of the community that has the potential for a greater number and diversity of businesses. (0 points)
Economic Vitality	<ul style="list-style-type: none"> Support economic competitiveness with cost-effective transportation investments. 	Improved freight movement	<ul style="list-style-type: none"> Proposed investment improves freight access or mobility and is identified as a need or priority in the relevant local comprehensive plan, regional transportation plan, or the <i>Washington Freight System Plan</i>. (2 points) Proposed investment improves freight access or mobility and provides direct access to or is in an Opportunity Zone, a freight facility, and/or agricultural or manufacturing industrial center. (1 point) Proposed investment does <i>not</i> improve freight movement. (0 points)
Environment	<ul style="list-style-type: none"> Reduce environmental harms from transportation infrastructure and operations 	Reduce impacts on natural environment	<ul style="list-style-type: none"> Proposed investment restores or improves the surrounding natural habitat. (3 points) Proposed investment increases habitat connectivity. (2 points) Proposed investment has minimal impacts on the surrounding natural habitat. (1 point) Proposed investment increases environmental harms from transportation infrastructure and operations. (0 points)

Goal	Relevant Objectives	Criteria	Scoring Statements (Select One)
Environment	<ul style="list-style-type: none"> Reduce transportation impacts on community health and cultural resources. 	Reduce impacts on human health and cultural resources	<ul style="list-style-type: none"> Proposed investment reduces impacts to <i>more than one</i> category of human health and/or cultural resources in areas of vulnerable population exposure, including in overburdened communities and/or tribal communities. (4 points) Proposed investment reduces impacts to <i>only one</i> category of human health and/or cultural resources in areas of vulnerable population exposure, including in overburdened communities and/or tribal communities. (3 points) Proposed investment reduces impacts to <i>more than one</i> category of human health and/or cultural resources in areas of non-vulnerable population exposure. (2 points) Proposed investment reduces impacts to <i>only one</i> category of human health and/or cultural resources in areas of non-vulnerable population exposure. (1 point) Proposed investment does not address any categories of human health and/or cultural resources in the <i>Draft Environmental Performance Framework</i>. (0 points)
Environment	<ul style="list-style-type: none"> Invest in transportation improvements that support more efficient land use patterns and use of transit, walking, and bicycling. 	Support low-GHG modes	<ul style="list-style-type: none"> Proposed investment does <i>not</i> add single-occupancy vehicle capacity; proposed investment supports <i>more than one</i> low-GHG mode and/or includes elements that demonstrate potential for interregional travel mode shift. (3 points) Proposed investment does <i>not</i> add single-occupancy vehicle capacity; proposed investment supports <i>only one</i> low-GHG mode and/or includes elements that demonstrate potential for interregional travel mode shift. (2 points) Proposed investment adds single-occupancy vehicle capacity and includes elements supporting <i>at least one</i> low-GHG mode and/or potential interregional travel mode shift. (1 point) Proposed investment does <i>not</i> include elements supporting low-GHG modes or demonstrate potential for interregional travel mode shift. (0 points)

To be completed after projects are scored against each policy goal:

Goal	Criteria	Scoring
Stewardship	Advances stewardship	<ul style="list-style-type: none"> ▫ The project rates highly in no categories. (0 points) ▫ The project rates highly in one category. (3 points) ▫ The project rates highly in two categories. (6 points) ▫ The project rates highly in three to five categories. (10 points)

Appendix D: Scoring guide

Introduction

This scoring guide provides instructions to users of the performance-based project evaluation model developed by WSDOT in response to a legislative proviso. The project evaluation model is designed to identify the investments that best support Washington's statutory transportation system policy goals: Preservation, Safety, Mobility, Economic Vitality, Environment and Stewardship.⁵ The model's purpose is to inform future decisions by WSDOT, the governor and the legislature on transportation investments proposed for new revenue packages.

The model evaluates specific capital projects as well as funding channeled through new or expanded programs (e.g., a pavement preservation or complete streets program). The model is also flexible in its ability to evaluate proposed investments that are at different stages in the planning process. For example, some proposed investments are advanced toward funding very early in the proposed investment development process. In these cases, the evaluation is performed using preliminary proposed investment descriptions rather than a full scope of work. The model can also evaluate more mature proposed investments that have undergone additional analysis, public outreach, or environmental review, which can help to clarify how the proposed investment advances transportation system policy goals. Ultimately, the model is intended to provide a high-level appraisal, not a thorough assessment of proposed investment outcomes; it is not intended to replace any existing evaluation tools or processes WSDOT uses to prioritize discretionary funds within budget program areas or grant programs.

The current model, developed in 2023, should be considered an initial build. WSDOT should actively evolve and improve the model over time in response to policy shifts, new performance data and changing understanding of intended proposed investment outcomes.

Project evaluation approach

The model incorporates an **Expert Polling** layer to take advantage of internal subject matter expertise, a qualitative criteria-based **Scoring** layer and a **Screening** layer that evaluates potential environmental justice outcomes. Each evaluation layer contributes to the proposed investment's composite score.

Based on the composite score, the proposed investments are next arranged in three **Tiers**. The Tiering step avoids the pitfall of ranking proposed investments based on minor differences in the composite score, which are generally not meaningful. **Figure 5** depicts an overview of the model's project evaluation process.

⁵ Revised Code of Washington (RCW) 47.04.280: Transportation system policy goals. Retrieved on April 26, 2023 from <https://apps.leg.wa.gov/rcw/default.aspx?cite=47.04.280>.

Project Evaluation Model Process

This performance-based project evaluation model identifies the investments that best support Washington's statutory Transportation System Policy Goals through the use of three different project evaluation layers and an iterative tiering process.

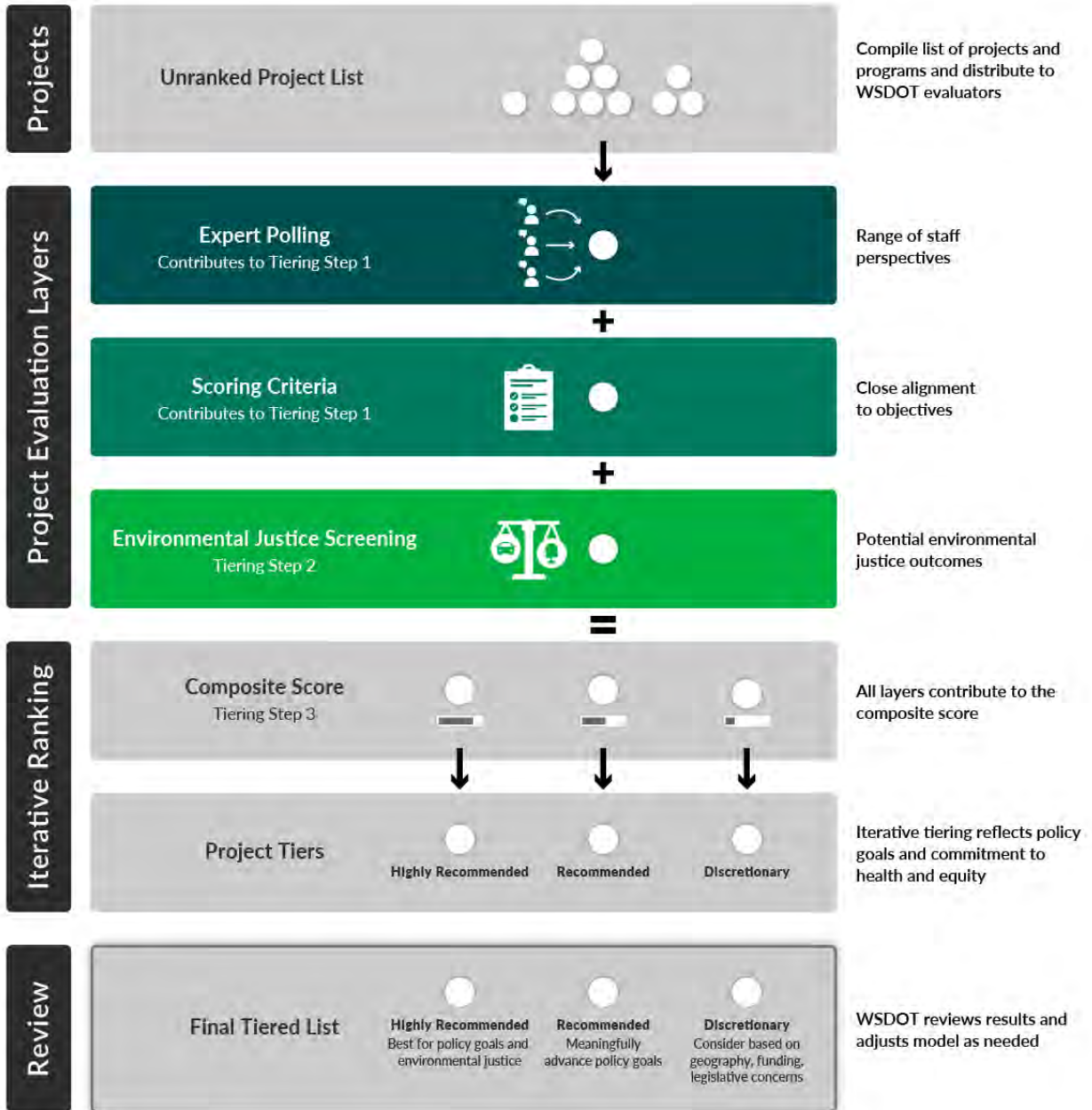


Figure 5: Overview of model project evaluation process

Each proposed investment evaluation layer of the **Scoring Step** serves a specific purpose:

- The **Expert Polling** layer incorporates a wider range of input from WSDOT subject matter experts (SMEs) representing a broad cross-section of different modes, disciplines, regions and policy areas. This evaluation layer collects the expert opinions of the SMEs based on their familiarity with the statewide transportation system and their perspectives on how well the proposed investments advance each of five policy goals: Preservation, Safety, Mobility, Economic Vitality and Environment.⁶ The opinions of the SMEs are intended to be subjective, based on their perceptions of the proposed investment's value in meeting policy intents. Results from the polling of individual SMEs are averaged to provide individual scores for each proposed investment. This layer contributes 20% of the final score for each proposed investment.
- The **Criteria Scoring** layer assigns scores to individual criteria associated with intended objectives under each of the following policy goals: Preservation, Safety, Mobility, Economic Vitality and Environment. A score for the Stewardship goal is assigned after all the other goals have been evaluated. The Stewardship score is based on how well each proposed investment advances the other five policy goals— proposed investments that do well at advancing multiple policy goals score better with respect to Stewardship. Criteria Scoring is labor intensive and so will be conducted by a small number of scorers from WSDOT's Capital Program Development and Management Division. This layer contributes 60% of the composite score for each proposed investment.
- The **Environmental Justice Screening** layer collects input from a screening team of WSDOT experts on environmental justice and equity to ensure legislative, agency and stakeholder values are reflected in evaluation outcomes. Consulting reliable sources of demographic information and mapping is part of this evaluation. The Environmental Justice Screening activity is separate from the Criteria Scoring and Expert Polling layers to ensure that benefits and burdens to overburdened communities and vulnerable populations are fully considered. This layer contributes 20% of the final score for each proposed investment

The **Tiering Step** sorts the proposed investments into three different tier categories based on the total number of points awarded by the three evaluation layers:

- **Highly Recommended** investments, which best advance specific or multiple policy goals and receive scores well above the median composite score.
- **Recommended** investments, which meaningfully advance policy goals but receive scores closer to the median composite score.
- **Discretionary** investments, which produce moderate value to policy outcomes, may be included at the discretion of the legislature depending on funding levels, regional investment balance and other considerations.

The following sections describe the scoring and tiering steps in further detail.

⁶ Input from WSDOT staff and leadership during the model development process indicated that Stewardship is addressed through effective project development and delivery, including practices like comprehensive and consistent evaluation of potential investments. Therefore, the Stewardship policy goal is addressed in the Criteria Scoring layer; points are awarded based on how well a proposed investment advances the remaining five policy goals.

Process overview

The evaluation process begins with the development of the proposed investment list. The proposed investment list may be developed by WSDOT or come from early legislative budget discussions. The scoring administrator (defined below) compiles the list of proposed investments for review and ensures each proposed investment has an adequate description. Proposed investments identified only by a title should not be evaluated and instead move directly to the Discretionary Tier.⁷ The scoring administrator distributes the list and evaluation materials to the SMEs, criteria scorers and environmental justice screeners within WSDOT.

Each evaluation activity occurs simultaneously. The SMEs consider how well they believe each proposed investment advances the state policy goals and assign scores of High, Medium, Low and None. The criteria scorers use evaluation criteria to score the proposed investment in the Excel model. The environmental justice screeners will assess the potential benefits and burdens to overburdened communities and vulnerable populations and provide results to the scoring administrator.

Scoring administrator guide

The scoring administrator, a WSDOT staff member, manages the evaluation process, distributing evaluation materials to the staff assigned to each layer and assembling the content received from each layer of review. The administrator applies the spreadsheet evaluation tool to determine the composite score for each proposed investment and sorts them into three tiers.

Scoring and tiering instructions

Step 1. Compile list of proposed investments

Each proposed investment listed must include the following:

- A unique identification number.
- A unique name.
- Status as an increase in programmatic funding (“program”) or project.
- List of proposed investment elements and intended outcomes.
- Location, such as city/county, milepost and/or latitude/longitude.
- Legislative district(s) in which the proposed investment would be located.
- Estimated cost of investment.

Step 2. Distribute and collect evaluation layer materials

Distribute the proposed investment list and evaluation materials to the SMEs, scorers and screeners within WSDOT. Evaluation materials include a customized spreadsheet for each evaluation layer in which evaluators can record scores for each proposed investment. Once all polling, scoring and

⁷ In other words, if the only information about a proposed investment is its name/title, it cannot be evaluated using the model since there is no way to reliably rate the project without identifying the scope elements.

screening has been completed, the scoring administrator transcribes the results of each evaluation layer into the spreadsheet tool.

Step 3. Iterative tiering

With the results for each evaluation layer entered, the scoring administrator creates the initial proposed investment tiering by selecting the “Run Model” button in the spreadsheet. The model will sort proposed investments into tiers according to the thresholds in three steps:

- 1. Policy Goal Tiering:** Each proposed investment receives a policy goal score for Preservation, Safety, Mobility, Economic Vitality and Environment. Each policy goal score is the sum of the points awarded for that goal in the Expert Polling layer and the Criteria Scoring layer. The model sorts the proposed investments into three tiers based on the highest policy goal score received.
- 2. Composite Score Tiering:** The model adds the five policy goal scores (based on Criteria Scoring and Expert Polling), the Stewardship policy goal score developed in the Criteria Scoring layer and the Environmental Justice Screening score to create a composite score. Proposed investments with a composite score that exceeds the threshold identified in the model input parameters are advanced one tier. This tiering step recognizes projects that advance many policy goals well but that do not receive the highest scores for any individual policy goal.
- 3. Environmental Justice Tiering:** The model advances proposed investments up one tier if their Environmental Justice Screening scores exceed the thresholds identified in the model input parameters. This tiering step recognizes proposed investments that advance the state’s goals for health and equity.

Step 4. Review and revise

Following the initial tiering, the Scoring Administrator reviews the results to confirm that results are reasonable and to review the distribution of scores. At this point, the scoring administrator should also review the distribution of scores. The goal is to refine the tiering thresholds identified in the model input parameters to identify the “natural breaks” or clusters in composite scores. Typically, proposed investments do not have linearly defined scores but tend to cluster above and below the mean score. These clusters should be used to define the three tiers, to the degree that they are evident in the scoring results. It may be helpful to scatter plot scores in a separate Excel spreadsheet to help reveal the clusters. The model may need to be re-run with refined tiering threshold depending on how results are distributed.

Expert Polling guide

Subject matter experts (SMEs) provide their opinions on how well each proposed investment furthers Washington’s transportation system policy goals. The SMEs may choose to orient themselves to the proposed investment beyond the description by consulting maps or other information readily available to them. However, the Expert Polling process requires only their subjective impressions of a proposed investment’s value in relation to one or more policy goals based on their individual expertise.

Polling instructions

These instructions guide SMEs in the use of the Polling Excel workbook developed by the Scoring Administrator.

1. Start by reviewing the objectives identified for each of the five statutory transportation system policy goals in **Table 1**. The Stewardship goal is incorporated in the Criteria Scoring layer; each proposed investment receives a Stewardship goal score based on how well it advances the other five policy goals. WSDOT staff developed the objectives based on a review and consolidation of 35+ transportation plans, acts and strategies. The objectives inform the scoring criteria.
2. Once familiar with the objectives, read through all the proposed investment summaries, proposed investment elements and intended outcomes in the Project List & Polling tab. An example of the Project List & Polling tab is shown in **Figure 2**.
3. Consult maps, readily available data and plans relative to subject matter expertise as necessary to ensure familiarity with the proposed investment location.
4. In columns F-J, assign each proposed investment a rating of High, Medium, Low, or None based on your opinion of how well the proposed investment advances the transportation system goals (see Figure 2). Select the cell and use the drop-down button. Repeat this for each goal.
 - i. **High:** In my opinion, this proposed investment substantially advances the transportation system goal.
 - ii. **Medium:** In my opinion, this proposed investment somewhat advances the transportation system goal.
 - iii. **Low:** In my opinion, this proposed investment slightly advances the transportation system goal.
 - iv. **None:** In my opinion, this proposed investment does not advance the transportation system goal.

Table 1. Transportation policy goals and objectives

Area	Goal	Objectives
Preservation	To maintain, preserve and extend the life and utility of prior investments in transportation systems and services, including the state ferry system.	<ul style="list-style-type: none"> ▫ Establish and maintain state of good repair. ▫ Ensure stable & resilient service. ▫ Act to prevent failure due to condition of facilities. ▫ Minimize lifecycle cost. ▫ Increase resiliency to natural disasters, extreme weather and climate impacts.
Safety	To provide for and improve the safety and security of transportation customers and the transportation system.	<ul style="list-style-type: none"> ▫ Apply countermeasures to locations of repeat and avoidable serious injuries and deaths. ▫ Proactively invest in safety improvements to reduce potential for fatal and serious crashes. ▫ Improve safety for users of all modes that use or interact with state assets.
Mobility	To improve the predictable movement of goods and people throughout Washington state, including congestion relief and improved freight mobility.	<ul style="list-style-type: none"> ▫ Maintain and increase predictability of person movement and freight movement on priority corridors. ▫ Maintain and increase efficiency by improving the use of existing capacity to maximize person and freight throughput. ▫ Maintain and improve multimodal access to destinations, including establishment of a high-continuity, comfortable, easy-to-use multimodal network. ▫ Improve system resilience, including acting to prevent service interruptions due to weather, climate impacts and natural disasters.
Economic Vitality	To promote and develop transportation systems that stimulate, support and enhance the movement of people and goods to ensure a prosperous economy.	<ul style="list-style-type: none"> ▫ Provide infrastructure and services consistent with local and regional land use and infrastructure plans. ▫ Improve access to jobs by driving, transit, ferries, biking and/or walking. ▫ Improve access to non-work destinations by driving, transit, ferries, biking and/or walking. ▫ Maintain and improve workforce access to jobs and affordable housing. ▫ Support economic competitiveness with cost-effective transportation investments.
Environment	To enhance Washington's quality of life through transportation investments that promote energy conservation, enhance healthy communities and protect the environment.	<ul style="list-style-type: none"> ▫ Reduce environmental harms from transportation infrastructure and operations. ▫ Reduce transportation impacts on community health and cultural resources. ▫ Invest in transportation improvements that support more efficient land use patterns and use of transit, walking and bicycling.

A	B	C	D	E	F	G	H	I	J
PIN	Type	Project Name	Project Summary	Project Elements and Intended Outcomes	Preservation	Safety	Mobility	Economic Vitality	Environment
0B14001	program	Fish Passage Barrier R	Remove migratory fish passage	Removes fish passage barriers Creates salmon and steelhead recovery Ensures compliance with court injunction Contributes to Washington's economy through recreational and commercial fishing Supports an estimated 16,000 jobs and over \$500 million in personal income Creates jobs and benefit local economies through habitat restoration work Cultural importance to many tribes and uphold treaty-reserved fishing rights	Low	Medium	Low	None	High
109970M 109970T	project	SR99140th St SW Vic to Evergreen Way - Corridor Improvements SR 99/Lincoln Way Vic to Evergreen Way - Paving & ADA Compliance	Project will improve SR 99 Corridor by complying with the Complete Street requirements, constructing the Business Access & Transit (BAT) lanes in both northbound and southbound direction, adding missing sidewalks, upgrading curb ramps to meet current ADA guidelines to the maximum extent feasible, removing one fish barrier within the	State of good repair; Corrects ADA deficiencies; Pedestrian and bicycle facilities to meet complete streets requirement; Pedestrian improvements across SR 99 (midblock and intersections); Fish barrier retrofits; Extension of Business Access and Transit Lanes; Serves equity community	None	Medium	None	High	Medium
0BP1002	program	Asphalt Roadways Pre	Resurface existing roadway surfaces statewide with Hot Mix Asphalt to extend the pavement service life at the lowest life cycle cost.	Provides complete streets and environmental justice benefits related to mobility and safety (CIPP) Brings facilities to State of Good Repair Repairs at lifecycle cost Prevents speed restrictions or closures of roads supporting current freight movement Prevents fuel efficiency drops and increased household and business vehicle repair and maintenance costs due to rough roads	Low	Medium	Low	None	High

Figure 2: Example of Project List and Polling Tab in Polling spreadsheet

Criteria Scoring guide

The Criteria Scoring activity uses a set of evaluation criteria developed in collaboration with WSDOT subject matter experts by reviewing objectives from state plans and policies. The steps for criteria scorers are described below.

Scoring instructions

These instructions guide scorers in the use of the Criteria Scoring Excel workbook developed by the Scoring Administrator.

1. Use the Scoring Reference Sheet tab and Scoring Summary tab for information on how to score proposed investment based on each policy goal. Guidance for scoring criteria is also included in this guide starting on pg. 16. The Scoring Results tab includes the full list of proposed investments. **Figure** depicts part of the Scoring Reference Sheet and indicates the other tabs in the workbook. The content in the Scoring Reference Sheet is also provided in the Criteria Scoring Reference Supplement to this guide.
2. Review the objectives identified for each of five statutory transportation system policy goals on **Table 1**. (Note that the Stewardship goal is evaluated separately, based on how well the proposed investment would advance the remaining five policy goals). WSDOT staff developed the objectives based on a review and consolidation of 35+ transportation plans, acts and strategies. The objectives inform the scoring criteria.
3. Once familiar with the objectives, read through all the proposed investment descriptions, proposed investment elements and intended outcomes in the Project List & Polling tab.

4. Consult maps, readily available data and plans relative to subject matter expertise as necessary to ensure familiarity with the proposed investment and proposed investment area.
5. Assign points for each proposed investment in the Scoring Results tab for the five policy goals. Points are not cumulative within each criterion. The model will track and calculate results based on the scores assigned for each policy goal. Use the drop-down menus for columns F through J to assign each proposed investment a score of 0-10 for each policy goal based on the scores you determined using the Scoring Reference Sheet tab. Select the best fit score to a proposed investment for any given criterion.
6. After proposed investments are scored against each of the first five policy goals, assign a score for Stewardship based on how highly a proposed investment rates across multiple policy goals. Proposed investments that receive high scores for more than one policy goal will receive more points under Stewardship than proposed investments that score highly for one or no policy goals.

Goal	Relevant Objectives	Criteria	Scoring	Scoring Guidance and References	Available Points	Max Points
Preservation	Establish and maintain state of good repair. Ensure stable & resilient service. Act to prevent failure due to condition of facilities.	State of good repair	Project would improve conditions of facilities and/or services from Fair to Good as defined by relevant plans and policies.	Applies to all modes, including passenger vehicles, freight, transit, active transportation, and/or ferries. Points can be awarded based on improvements to one or more modes.	4	4
			Project would improve conditions of facilities and/or services from Poor to Good, as defined by relevant plans and policies, or project would replace an existing facility.	Highway projects: Project would bring surface conditions to Good condition as defined by Exhibit 3-11, MAP-21 Pavement Condition Rating Thresholds in the Transportation Asset Management Plan 2022.	2	
			Project would add new facilities and/or services and/or project would provide ongoing minor improvements to existing facilities.	Bridge projects: Project would bring bridge conditions to Good condition as defined by Exhibit 3-15, MAP-21 Condition Rating Thresholds in the Transportation Asset Management Plan 2022.	1	
			Project would not add or improve condition of existing facilities and/or services and/or project would remove existing facilities.	Active Transportation projects: Project would bring surface conditions to Good condition as defined by Exhibit 3-11, MAP-21 Pavement Condition Rating Thresholds in the Transportation Asset Management Plan 2022. Ferry projects: Project would bring a WSDOT ferry vessel or terminal to Good condition as defined by Section 2, Condition Assessment in the Washington State Ferries Asset Management Plan (2018).	0	
	Minimize lifecycle cost.	Minimize lifecycle cost	Project would employ maintenance or basic repair strategies as defined in WSDOT's Transportation Asset Management Plan and other asset management plans.	Project would employ the Maintenance management strategy (see Exhibit 4-3 for Pavement treatment options), or project would employ maintenance or basic repair strategies (see Exhibit 4-5 for Bridge treatment options).	3	3
			Project would employ rehabilitation, mitigation, or retrofit strategies as defined in WSDOT's Transportation Asset Management Plan and other asset management plans.	Project would employ the Rehabilitation strategy (see Exhibit 4-3 for Pavement treatment options), or project would employ mitigation or retrofit strategies (see Exhibit 4-5 for Bridge treatment options).	2	
			Project would reconstruct or replace the facility as defined in WSDOT's Transportation Asset Management Plan and other asset management plans.	Project would employ reconstruction strategies (see Exhibit 4-3 for Pavement treatment options and Exhibit 4-5 for Bridge treatment options).	1	
			Project would not employ maintenance, repair, mitigation, or retrofit strategies, and does not involve reconstruction or replacement of an existing facility.		0	
	Increase resiliency to natural disasters, extreme weather, and climate impacts.	Prevent infrastructure failure	One of the project's primary purposes is to improve natural hazard-based resiliency of transportation infrastructure through design, strategic planning, project prioritization, or maintenance).	Project includes elements that would improve natural hazard-based resiliency, including resiliency to earthquakes, tsunamis, floods, fires, landslides, erosion, and other hazards. Strategies to improve natural hazard-based resiliency are outlined in Chapter 5: Risk Management of the Transportation Asset	3	3
			Natural hazard-based resiliency of transportation infrastructure is improved based on project design standards.	Project description mentions resiliency but does not specify elements that would improve natural hazard-based resiliency.	2	
Project does not improve natural hazard-based resiliency of transportation infrastructure through design, strategic planning, project prioritization, or maintenance.				0		
Preservation Goal maximum points						10
Goal	Relevant Objectives	Criteria	Scoring	Scoring Guidance and References	Points	Max
			Project has already been identified as a Safety project.	Project is identified as a safety improvement in an adopted state, regional, or local plan.	10	
			Project would implement specific countermeasures to reduce the potential for crashes resulting in serious injuries and fatalities.	Highest points awarded to project that would implement countermeasures identified in <i>Getting to Zero: WSDOT's Highway Safety Improvement Program Implementation Plan 2022</i> (see tables). Countermeasures that would receive	8	

Figure 3: Scoring Reference Sheet and other tabs from Criteria Scoring workbook

Environmental Justice Screening guide

Environmental Justice screeners assess each proposed investment's potential benefits and burdens on overburdened communities or vulnerable populations in Washington as defined in the HEAL Act. This screening is not an environmental justice assessment, although such assessment may be used if available. The WSDOT project development process provides multiple opportunities to identify and mitigate environmental justice burdens from transportation investments at later steps in the project development process.

Screening instructions

These instructions guide environmental justice screeners in the use of the EJ Screening Excel workbook developed by the Scoring Administrator.

1. Read through the Screening Approach section below to become familiar with the screening process. The Screening Results tab (shown in **Figure 4**) includes proposed investment identification numbers, proposed investment types, proposed investment names, proposed investment summaries, proposed investment elements and intended outcomes, and columns for assigning scores for known or potential benefits and burdens.
2. For proposed investments that have known benefits or burdens, rate each proposed investment on a scale of 0-20 (0 being the lowest, 20 being highest) for its benefits and/or burdens to overburdened communities or vulnerable populations using the drop-down menus for each proposed investment in Column F.
3. For proposed investments that have potential benefits or burdens, rate the proposed investment on a scale of 1-10 (0 being lowest, 10 being highest) for its benefits and/or burdens to overburdened communities or vulnerable populations using the drop-down menus for each proposed investment in Column G.
4. Repeat steps 2-3 for each proposed investment.

PIN	Type	Project Name	Project Summary	Project Elements and Intended Outcomes	Known Benefits and Burdens	Potential Benefits and Burdens
0B14001	program	Fish Passage Barrier Removal	Remove migratory fish passage barriers.	<ul style="list-style-type: none"> Removes fish passage barriers Creates salmon and steelhead recovery Ensures compliance with court injunction Contributes to Washington's economy through recreational and commercial fishing Supports an estimated 16,000 jobs and over \$500 million in personal income Creates jobs and benefit local economies through habitat restoration 		10
103370M 103370T	project	SR93/148th St SW VIC to Evergreen Way - Corridor Improvements SR 93/Lincoln Way Vic to Evergreen Way - Paving & ADA Compliance	Project will improve SR 93 Corridor by complying with the Complete Street requirements, constructing the Business Access & Transit (BAT) lanes in both northbound and southbound direction, adding missing sidewalks, upgrading curb ramps to meet current ADA guidelines to the maximum extent feasible, removing one fish	<ul style="list-style-type: none"> State of good repair; Corrects ADA deficiencies; Pedestrian and bicycle facilities to meet complete streets requirement; Pedestrian improvements across SR 93 (midblock and intersections); Fish barrier retrofits; Extension of Business Access and Transit Lanes; Serves equity community 		5
0BP1002	program	Asphalt Roadways Preservation	Resurface existing roadway surfaces statewide with Hot Mix Asphalt to extend the pavement service life at the lowest life cycle cost.	<ul style="list-style-type: none"> Provides complete streets and environmental justice benefits related to mobility and safety (CIPP) Brings facilities to State of Good Repair Repairs at lifecycle cost Prevents speed restrictions or closures of roads supporting current freight movement Prevents fuel efficiency drops and increased household and business vehicle repair and maintenance costs due to rough roads 		5
0BP2002	program	Bridge Repair Preservation	This work addresses specific bridge elements in need of repair such as the bridge deck, replacement of pier and anchor cables, the repair or replacement of expansion joints, painting, and the repair of corrosion-induced deterioration.	<ul style="list-style-type: none"> Provides complete streets and environmental justice benefits related to mobility and safety (CIPP) Brings facilities to State of Good Repair Increases seismic resiliency Prevents weight restriction or closures of bridges supporting current freight movement 		5

Figure 4: Portion of Screening Results tab of EJ Screening Excel workbook

Screening approach

Screeners will undertake the following steps to evaluate a proposed investment's effect on environmental justice outcomes:

1. **Identify level of community review:** Screeners identify whether the proposed investment has undergone meaningful community review. This can take one of two forms:
 - i. Prior studies/plans assessed the proposed investment for its potential environmental justice outcomes in consultation with overburdened communities and vulnerable populations in affected areas.
 - ii. An overburdened community, vulnerable population and/or Tribal community partnered to develop the proposed investment.

2. **Conduct screening:** Screeners evaluate the proposed investment based on the level of community review performed on the proposed investment (e.g., whether benefits and burdens are known and documented or if they are unknown but there is a potential):
 - i. **Evaluate known benefits and burdens:** If the community assisted in developing or evaluating the proposed investment (as required under Title VI, NEPA, HEAL Act, or similar regulations), review the proposed investment description and/or results of that assessment to assign an Environmental Justice Screening score.
 - ii. **Evaluate potential benefits and burdens:** If the community was not involved in developing or evaluating the proposed investment, review the proposed investment description to identify any potential benefits and burdens to overburdened communities, vulnerable populations and/or Tribal communities.

Details on how to conduct each of these approaches are provided below.

Evaluate known benefits and burdens

If the community assisted in developing or evaluating the proposed investment, then the subject matter experts will evaluate the proposed investment for known benefits and burdens.

Table 2. Evaluation of known benefits and burdens

Measures
1. If a proposed investment has been assessed through Title VI, NEPA or HEAL Act requirements and has known benefits or burdens to overburdened communities, vulnerable populations and/or Tribal communities as indicated through community engagement or consultation.
2. If a proposed investment has been scoped or developed in conjunction with an overburdened community, vulnerable population and/or Tribal community and has known benefits or burdens to overburdened communities, vulnerable populations and/or Tribal communities as indicated through community engagement or consultation.

Rating

On a scale of 1-20 (0 being the lowest, 20 being the highest), rate the proposed investment for its impact to overburdened communities or vulnerable populations:

- 0 = Known burdens created by proposed investment that cannot be mitigated.
- 5 = Minor community benefit with known burdens that can be mitigated.
- 10 = Known community benefits with known burdens that can be mitigated.
- 15 = Major known community benefits with minor, known burdens that can be mitigated.
- 20 = Major known community benefits with no known community burdens.

Evaluate potential benefits and burdens

If community members have not been involved in proposed investment assessment or development, then the subject matter experts will evaluate the proposed investments for potential benefit or burden to overburdened communities or vulnerable populations based on their best judgment or knowledge. Note that this is a preliminary evaluation only; future community engagement would be needed during

proposed investment development to identify potential outcomes from a proposed investment. This preliminary evaluation is provided to recognize proposed investments with significant potential to benefit overburdened, vulnerable and/or Tribal communities, given the limited timeframe to evaluate investments during a legislative session.

Table 3. Evaluation of potential benefits and burdens

Area	Considerations
Health and Environment	<ul style="list-style-type: none"> ▫ Proposed investment increases livability by reducing noise, water and air pollutants and/or vehicle miles travelled. ▫ Proposed investment improves and/or accomplishes: <ul style="list-style-type: none"> • Community cohesion • Beautification • Art or cultural amenities
Safety	<ul style="list-style-type: none"> ▫ Proposed investment improves safety and comfort for pedestrians and bicyclists at locations with high crash risk factors or a history of collisions: <ul style="list-style-type: none"> • Protected bicycle lanes • Raised median islands • Signalized traffic crossings • Roundabouts • Traffic calming • Street lighting ▫ Proposed investment improves emergency evacuation or creates connections to safe areas or shelters for natural disasters ▫ Proposed investment uses a Safe System Approach according to the FHWA
Economic Vitality	<ul style="list-style-type: none"> ▫ Proposed investment provides direct connection to (or decreases travel time to) destinations such as: <ul style="list-style-type: none"> • Affordable housing • Workplaces • Grocery stores • Education or health care through transit • Protected bicycle facilities • Multimodal paths/sidewalks ▫ Proposed investment improves access to vehicle-based transportation for community members who lack mobility options. ▫ Proposed investment supports or encourages investment in an overburdened area. ▫ Proposed investment reduces housing and transportation costs. ▫ Proposed investment results in a reduction in transportation travel costs as a percent of income.
Mobility	<ul style="list-style-type: none"> ▫ Proposed investment improves or expands bicycle or pedestrian facilities. ▫ Proposed investment improves access to and/or reliability of transit service. ▫ Proposed investment improves accessibility for persons with disabilities.
Burdens	<ul style="list-style-type: none"> ▫ Proposed investment causes cumulative, disproportionate, or other major adverse impacts (e.g., creates barriers via road widening or increased traffic speed or volumes, displaces residents/businesses or public amenities, reduces business venue or employment, greatly increases noise or pollutants, reduces personal safety, impacts cultural resources)

Rating

1. Consult with multiple mapping resources to identify whether a proposed investment is adjacent to or within an overburdened community, vulnerable population and/or Tribal community, or if a proposed investment affects vulnerable road users. Such resources could include:

- Environmental Health Disparity Mapping tool
- Tribal maps
- EJScreen.EPA.gov
- USDOT Equitable Transportation Community Explorer
- PSRC displacement risk mapping within 4 county area
- Crash history
- CPDM safety score

2. With reference to mapping resources identified above and the considerations identified in Table 3, rate the proposed investment for its potential to provide benefits and/or reduce environmental harms or burdens to overburdened communities or vulnerable populations on a scale of 0-10 (0 being the lowest, 10 being the highest):

- High potential to create burdens; no or limited potential benefit to the community = 0
- Some community benefit with no or minor burdens = 5
- High potential community benefit with no potential burden identified = 10

Criteria Scoring supplement

Scoring criteria: Preservation

Criterion: State of Good repair

Objectives addressed

- Establish and maintain state of good repair.
- Ensure stable & resilient service.
- Act to prevent failure due to condition of facilities.

Scoring statements

1. Proposed investment improves conditions of facilities and/or services from Fair to Good as defined by relevant plans and policies. (4 points)
2. Proposed investment improves conditions of facilities and/or services from Poor to Good as defined by relevant plans and policies, or proposed investment replaces an existing facility. (2 points)
3. Proposed investment adds new facilities and/or services and/or proposed investment provides ongoing minor improvements to existing facilities. (1 points)
4. Proposed investment does not add or improve condition of existing facilities and/or services and/or proposed investment removes existing facilities. (0 points)

Technical guidance

The following applies to all scoring statements:

- Applies to all modes, including passenger vehicles, freight, transit, active transportation, and ferries. Points can be awarded based on improvements to one or more modes.
- Highway: Proposed investment brings surface conditions to Good condition as defined by Exhibit 3-11: MAP-21 Pavement Condition Rating Thresholds in the *Transportation Asset Management Plan 2022*.
- Bridge: Proposed investment brings bridge conditions to Good condition as defined by Exhibit 3-15: MAP-21 Condition Rating Thresholds in the *Transportation Asset Management Plan 2022*.
- Active Transportation: Proposed investment brings surface conditions to Good condition as defined by Exhibit 3-11: MAP-21 Pavement Condition Rating Thresholds in the *Transportation Asset Management Plan 2022*.
- Ferry: Proposed investment brings a WSDOT ferry vessel or terminal to Good condition as defined by Section 2: Condition Assessment in the *Washington State Ferries Asset Management Plan (2018)*.

Maximum points

4

Criterion: Minimize lifecycle cost

Objectives addressed

- Minimize lifecycle cost.

Scoring statements

1. Proposed investment employs maintenance or basic repair strategies as defined in *WSDOT's Transportation Asset Management Plan* and other asset management plans. (3 points)
2. Proposed investment employs rehabilitation, mitigation, or retrofit strategies as defined in *WSDOT's Transportation Asset Management Plan* and other asset management plans. (2 points)
3. Proposed investment reconstructs or replaces the facility as defined in *WSDOT's Transportation Asset Management Plan* and other asset management plans. (1 points)
4. Proposed investment does not employ maintenance, repair, mitigation, or retrofit strategies and does not involve reconstruction or replacement of an existing facility. (0 points)

Technical guidance

Applies to Scoring Statement 1: Proposed investment employs the maintenance management strategy (see Exhibit 4-3 for pavement treatment options), or proposed investment employs maintenance or basic repair strategies (see Exhibit 4-5 for bridge treatment options).

Applies to Scoring Statement 2: Proposed investment employs the rehabilitation strategy (see Exhibit 4-3 for pavement treatment options), or proposed investment employs mitigation or retrofit strategies (see Exhibit 4-5 for bridge treatment options).

Applies to Scoring Statement 3: Proposed investment employs reconstruction strategies (see Exhibit 4-3 for pavement treatment options and Exhibit 4-5 for bridge treatment options).

Applies to Scoring Statement 4: Proposed investment does not employ any preservation strategies.

Maximum points

3

Criterion: Prevent infrastructure failure

Objectives addressed

- Increase resiliency to natural disasters, extreme weather and climate impacts.

Scoring statements

1. One of the proposed investment's primary purposes is to improve natural hazard-based resiliency of transportation infrastructure (through design, strategic planning, project prioritization, or maintenance). (3 points)
2. Natural hazard-based resiliency of transportation infrastructure is improved based on proposed investment design standards. (2 points)
3. Proposed investment does not improve natural hazard-based resiliency of transportation infrastructure through design, strategic planning, project prioritization, or maintenance. (0 points)

Technical guidance

Applies to Scoring Statement 1: Proposed investment includes elements that improve natural hazard-based resiliency, including resiliency to earthquakes, tsunamis, floods, fires, landslides and erosion. Strategies to improve natural hazard-based resiliency are outlined in Chapter 5: Risk Management of the *Transportation Asset Management Plan 2022*.

Applies to Scoring Statement 2: Proposed investment description mentions resiliency but does not specify elements that improve natural hazard-based resiliency.

Applies to Scoring Statement 3: Proposed investment does not improve natural hazard-based resiliency.

Maximum points

3

Scoring criteria: Safety

Criterion: Improve safety

Objectives addressed

- Apply countermeasures to locations of repeat and avoidable serious injuries and deaths.
- Proactively invest in safety improvements to reduce potential for fatal and serious crashes.
- Improve safety for users of all modes that use or interact with state assets.

Scoring statements

1. Proposed investment has already been identified as a safety investment in an adopted plan or capital improvement program. (10 points)

2. Proposed investment implements specific countermeasures to reduce the potential for crashes resulting in serious injuries and fatalities. (8 points)
3. Proposed investment reduces potential for crashes resulting in serious injuries to bicyclists and/or pedestrians and/or for crashes near locations with high numbers of seniors, children and/or people with disabilities (schools, parks, senior facilities, etc.). (6 points)
4. Proposed investment reduces the potential for crashes resulting in serious injuries and fatalities involving any road users. (4 points)
5. Proposed investment reduces the potential for crashes of any severity involving any road users. (2 points)
6. Proposed investment does not reduce the potential for crashes. (0 points)

Technical guidance

Applies to Scoring Statement 1: Proposed investment is identified as a safety improvement in an adopted state, regional, or local plan.

Applies to Scoring Statements 2-5: Highest points awarded to proposed investment that implements countermeasures identified in *Getting to Zero: WSDOT's Highway Safety Improvement Program Implementation Plan 2022*. Countermeasures that receive points include the following:

- Signage; striping; and pavement treatments intended to alert drivers to conditions such as curve warning signs, variable warning signs, prepare to stop when flashing signs, wildlife crossing warning signs and rumble strips.
- Installing barriers and guardrails, speed management measures and traffic calming.
- Pedestrian and/or bicycle crossing improvements such as advanced stop bars, high-visibility crosswalks, signage and beacons (e.g., rectangular rapid flashing beacons).
- Dedicated space for people walking, biking and/or rolling, such as separated paths, completion of sidewalk and/or bike facility gaps, etc.
- Signalization and/or replacement of existing signals with roundabouts.

Lower points awarded to proposed investments intended to reduce potential for crashes but that have not yet identified specific countermeasures.

Applies to Scoring Statement 6: Proposed investment does not identify safety as a priority and does not include specific countermeasures that may reduce the potential for crashes.

Maximum points

10

Scoring criteria: Mobility

Criterion: Predictable and efficient operations

Objectives addressed

- Maintain and increase predictability of person movement and freight movement on priority corridors.

Scoring statements

1. Proposed investment *greatly* improves on-time performance and/or travel time reliability of the improved services and/or facilities in the proposed investment area. (3 points)
2. Proposed investment *somewhat* improves on-time performance and/or travel time reliability of the improved services and/or facilities in the proposed investment area. (2 points)
3. Proposed investment *greatly* improves on-time performance and/or travel time reliability through traffic redistribution on proximate routes. (2 points)
4. Proposed investment *somewhat* improves on-time performance and/or travel time reliability through traffic redistribution on proximate routes. (1 points)
5. Proposed investment *does not* improve on-time performance and/or travel time reliability of the improved services and/or facilities or through traffic redistribution on proximate routes. (0 points)

Technical guidance

The following applies to all scoring statements:

Proposed investment includes elements that meaningfully increase on-time performance and/or travel time reliability for one or more travel modes, including passenger vehicles, freight, transit, active transportation and ferries. Assign points to proposed investments that provide congestion management, priority and/or dedicated right-of-way for specific modes, capacity improvements to improve on-time performance for transit and/or ferries and/or that add facilities that make the transportation network more resilient to operational impacts.

To differentiate between proposed investments that *greatly* or *somewhat* improve on-time performance and/or travel time reliability, consider the scale of the proposed investment's impact relative to its context. For example, a dedicated bus lane and transit signal priority in a highly congested urban area greatly improves on-time performance for transit; the same proposed investment without a dedicated right-of-way only somewhat improves performance. Likewise, metering a single freeway onramp in a small town or rural area could greatly improve travel time reliability for passenger vehicles relative to the local context.

Maximum points

3

Criterion: Increase efficiency by improving the use of existing capacity

Objectives addressed

- Maintain and increase efficiency by improving the use of existing capacity to maximize person and freight throughput.

Scoring statements

1. Proposed investment *greatly* increases person throughput on a WSDOT-owned facility, freight throughput on a freight-priority facility or near a freight facility or manufacturing industrial center, or the use of existing transit or ferry capacity. (3 points)
2. Proposed investment *somewhat* increases person throughput on a WSDOT-owned facility, freight throughput on a freight-priority facility or near a freight facility or manufacturing industrial center, or the use of existing transit or ferry capacity. (2 points)

3. Proposed investment *does not* increase person throughput on a WSDOT-owned facility, freight throughput on a freight-priority facility or near a freight facility or manufacturing industrial center, or the use of existing transit or ferry capacity. (0 points)

Technical guidance

The following applies to all scoring statements:

Proposed investment increases person throughput and/or use of existing capacity for any of the following modes: freight, high occupancy vehicles (HOV), transit, ferries, walking, bicycling. Examples of proposed investments that receive points for this criterion include proposed investments that increase the use of existing transit and/or ferry capacity; increase the number of passengers per vehicle on a roadway; increase freight throughput on a freight-priority facility; and/or increase the use of space-efficient modes, such as HOV or transit, relative to single-occupancy vehicles.

Maximum points

3

Criterion: *Provide continuous networks for all modes*

Objectives addressed

- Maintain and improve multimodal access to destinations, including establishment of a high-continuity, comfortable, easy-to-use multimodal network.
- Improve system resilience, including acting to prevent service interruptions due to weather, climate impacts and natural disasters.

Scoring statements

1. Proposed investment improves continuity by completing a gap in existing infrastructure or making improvements to existing infrastructure. (4 points)
2. Proposed investment improves continuity by adding a parallel, connected facility to an existing facility that lacks a connected and parallel network. (3 points)
3. Proposed investment improves continuity by extending existing infrastructure. (2 points)
4. Proposed investment does not improve continuity for any mode. (0 points)

Technical guidance

Applies to Scoring Statement 1: Proposed investment receives points for closing a system gap. For example, a proposed investment with active transportation elements receives points if it closes gaps in existing pedestrian and/or bicycle networks, adds protected pedestrian crossing opportunities along state-owned facilities, provides connections to high capacity and/or regional transit and/or eliminates barriers to ADA-accessible state-owned facilities.

Applies to Scoring Statement 2: Proposed investment receives points for adding a parallel, connected facility to an existing facility that lacks a connected and parallel network. For example, a proposed investment that adds a local roadway to serve as a parallel route to a state highway receives points for this criterion.

Applies to Scoring Statement 3: Proposed investment receives points for extending existing infrastructure but not completing it. For example, a proposed investment that lengthens an existing

bicycle path but does not connect to another bikeway would be considered to have extended but not completed the bicycle path.

Applies to Scoring Statement 4: Proposed investment receives no points if it does not complete gaps, add parallel facilities, or extend infrastructure.

Maximum points

4

Scoring criteria: Economic Vitality

Criterion: Improved access to destinations (jobs, education and services)

Objectives addressed

- Provide infrastructure and services consistent with local and regional land use and infrastructure plans.
- Improve access to jobs by driving, transit, biking and/or walking.
- Improve access to non-work destinations by driving, transit, biking and/or walking.
- Maintain and improve workforce access to jobs and affordable housing.

Scoring statements

1. Proposed investment *greatly* improves access to existing jobs, education, services and housing by driving, transit, biking and/or walking. (4 points)
2. Proposed investment *somewhat* improves access to existing jobs, education, services and housing by driving, transit, biking and/or walking. (3 points)
3. Proposed investment *greatly* improves access to planned jobs, education, services and housing by driving, transit, biking and/or walking. (2 points)
4. Proposed investment *somewhat* improves access to planned jobs, education, services and housing by driving, transit, biking and/or walking. (1 points)
5. Proposed investment *does not* improve access to jobs, education, services and housing by driving, transit, biking and/or walking. (0 points)

Technical guidance

The following applies to all scoring statements:

Proposed investment improves access to jobs and/or non-work destinations. Access can be evaluated quantitatively using the CubeAccess tool or qualitatively based on existing and/or planned locations of destinations. Key destinations include areas where commercial, residential and/or institutional land uses are concentrated more densely than elsewhere in the region. Higher scores should be awarded to proposed investments providing access to existing or growing centers.

Maximum points

4

Criterion: Increase direct economic activity**Objectives addressed**

- Support economic competitiveness with cost-effective transportation investments.

Scoring statements

1. Proposed investment improves missing or deficient transportation infrastructure in a part of the community with potential for increased number and diversity of businesses that has been targeted for economic development. (4 points)
2. Proposed investment improves missing or deficient transportation infrastructure in a part of the community with potential for increased number and diversity of businesses. (2 points)
3. Proposed investment does not improve missing or deficient transportation infrastructure in a part of the community that has the potential for a greater number and diversity of businesses. (0 points)

Technical guidance

Applies to Scoring Statement 1: Proposed investment receives maximum points if it provides connectivity to or within a designated center⁸ within an urban growth area.

Applies to Scoring Statement 2: Lower points awarded for proposed investments that are located within a currently underdeveloped area that is zoned for commercial and/or industrial development based on an adopted master plan, existing construction permits or development entitlements and/or studies identifying land development potential.

Applies to Scoring Statement 3: Proposed investment does not improve missing or deficient transportation infrastructure in a part of the community that has the potential for a greater number and diversity of businesses.

Maximum points

4

Criterion: Improved freight movement**Objectives addressed**

- Support economic competitiveness with cost-effective transportation investments.

Scoring statements

1. Proposed investment improves freight access or mobility and is identified as a need or priority in the relevant local comprehensive plan, regional transportation plan, or the *Washington Freight System Plan*. (2 points)

⁸ A designated center is an area of the community that is planned for more intense development and/or mixed-use development and is identified as such in a comprehensive plan, regional planning document, or similar. Designated centers should be of a large scale relative to the region and are generally recognized as regional or countywide assets. Examples include downtown areas, major neighborhood centers, transit-oriented development corridors, manufacturing centers, port redevelopment areas, and industrial/warehousing centers. This is not intended to cover all areas zoned for commercial/industrial or mixed-use in a region, city, or county.

2. Proposed investment improves freight access or mobility and provides direct access to or is in an Opportunity Zone, a freight facility and/or agricultural or manufacturing industrial center. (1 points)
3. Proposed investment does not improve freight movement. (0 points)

Technical guidance

Applies to Scoring Statement 1: Proposed investment is identified as a need or priority in the relevant local comprehensive plan, regional transportation plan, or the *Washington Freight System Plan* (https://wsdot.wa.gov/sites/default/files/2022-12/WA-State-Freight-System-Plan-2022_0.pdf).

Applies to Scoring Statement 2: Proposed investment provides direct access to or is in a designated Opportunity Zone and aligns with the local placemaking and investment plan created for that Opportunity Zone. State Department of Commerce website for Opportunity Zones: <https://www.commerce.wa.gov/growing-the-economy/opportunity-zones/>.

Proposed investment provides direct access to or is in a freight facility and/or manufacturing industrial center.

Applies to Scoring Statement 3: Proposed investment does not improve freight movement.

Maximum points

2

Scoring criteria: Environment

Criterion: Reduce impacts on natural environment

Objectives addressed

- Reduce environmental harms from transportation infrastructure and operations.

Scoring statements

1. Proposed investment restores or improves the surrounding natural habitat. (3 points)
2. Proposed investment increases habitat connectivity. (2 points)
3. Proposed investment has minimal impacts on the surrounding natural habitat. (1 point)
4. Proposed investment increases environmental harms from transportation infrastructure and operations. (0 points)

Technical guidance

Applies to Scoring Statement 1: Proposed investment improves fish passage or improves wetland habitat according to the Protect the Natural Environment strategy in the *Draft Environmental Performance Framework*.

Applies to Scoring Statement 2: Proposed investment increases habitat connectivity according to the Protect the Natural Environment strategy in the *Draft Environmental Performance Framework*.

Applies to Scoring Statement 3: Proposed investment maintains environmental compliance or reduces impacts to fish at chronic environmental deficiency sites according to the Protect the Natural Environment strategy in the *Draft Environmental Performance Framework*.

Applies to Scoring Statement 4: Proposed investment does not provide any environmental benefit.

Points are not cumulative. Use the highest possible score.

Maximum points

4

Criterion: Reduce impacts on human health and cultural resources

Objectives addressed

- Reduce transportation impacts on community health and cultural resources.

Scoring statements

1. Proposed investment reduces impacts to more than one category of human health and/or cultural resources in areas of vulnerable population exposure, including in overburdened communities and/or tribal communities. (4 points)
2. Proposed investment reduces impacts to only one category of human health and/or cultural resources in areas of vulnerable population exposure, including in overburdened communities and/or tribal communities. (3 points)
3. Proposed investment reduces impacts to more than one category of human health and/or cultural resources in areas of non-vulnerable population exposure. (2 points)
4. Proposed investment reduces impacts to only one category of human health and/or cultural resources in areas of non-vulnerable population exposure. (1 points)
5. Proposed investment does not address any categories of human health and/or cultural impacts in the *Draft Environmental Performance Framework*. (0 points)

Technical guidance

The following applies to all scoring statements:

Proposed investments receive points if they address one or more of the following categories: reduce impacts to cultural resources, reduce community noise impacts, reduce air quality impacts, manage stormwater and increase use of active transportation.

Higher points awarded to proposed investments that reduce impacts on vulnerable populations, overburdened communities and/or tribal communities.

Maximum points

4

Criterion: Support low-GHG modes

Objectives addressed

- Invest in transportation improvements that support more efficient land use patterns and use of transit, walking and bicycling.

Scoring statements

1. Proposed investment does not add single-occupancy vehicle capacity; proposed investment supports more than one low-GHG mode and/or includes elements that demonstrate potential for interregional travel mode shift. (3 points)
2. Proposed investment does not add single-occupancy vehicle capacity; proposed investment supports only one low-GHG mode and/or includes elements that demonstrate potential for interregional travel mode shift. (2 points)
3. Proposed investment adds single-occupancy vehicle capacity and includes elements supporting at least one low-GHG mode and/or potential interregional travel mode shift. (1 points)
4. Proposed investment does not include elements supporting low-GHG modes or demonstrate potential for interregional travel mode shift. (0 points)

Technical guidance**The following applies to all scoring statements:**

To receive points, proposed investment must include infrastructure, services, or incentives to induce an interregional travel mode shift and/or increase the use of low-GHG modes such as transit, ferries, other high occupancy vehicles, walking, biking, EV charging infrastructure, alternative fuel infrastructure and shared rides.

Maximum Points

3

Stewardship criterion**Scoring statements**

1. The proposed investment rates highly in no categories. (0 points)
2. The proposed investment rates highly in one category. (3 points)
3. The proposed investment rates highly in two categories. (6 points)
4. The proposed investment rates highly in three to five categories. (10 points)

Technical guidance**The following applies to all scoring statements:**

Rates highly means a proposed investment scores 7 or greater for a given policy goal.

Maximum points

10

Appendix E: Model testing results

The following tiered lists are a result of model testing using investments previously funded through Move Ahead Washington to populate the “proposed investments” list. The model testing used the recommended scoring with absolute value tiering thresholds. The proposed investments have been alphabetized within each tier and do not show rank.

Highly Recommended

- Bridge Repair Preservation
- I-5 Columbia River Bridge
- I-405/SR 522 to I-5 Capacity Improvements
- Lummi Island Ferry System Modernization and Preservation
- Port of Tacoma Road, East of I-5
- Rural Roadway Departures
- SR 99/Lincoln Way Vic to Evergreen Way – Paving & ADA Compliance
- SR 99/148th St SW VIC to Evergreen Way – Corridor Improvements
- SR 155/Omak Bridge Rehabilitation
- SR 305/Suquamish Way Access Road

Recommended

- Bothell Way NE/ Bothell Everett Highway Widening
- 224th Corridor Completion
- Elevate Slater Road
- Fish Passage Barrier Removal
- Grove Street Overcrossing
- I-5/NB Marine View Dr to SR 529 - Corridor & Interchange Improvements
- Poplar Way Bridge
- SR 525 Bridge Replacement - Mukilteo
- SR 243 Pavement Preservation and Shoulder Rebuild
- SR 167/SR 509 Puget Sound Gateway
- SR 520 Seattle Corridor Improvements - West End
- SR 18 Widening - Issaquah/Hobart Rd to Raging River
- Usk Bridge Shared Use Pathway
- Woodinville SR 202 and Trestle Widening

Discretionary

- Asphalt Roadways Preservation
- 42nd Ave Bridge
- Millwood Trail

- NPDES Facilities Projects
- Spokane Division Street Bus Rapid Transit
- Snoqualmie Parkway Rehabilitation Project
- US 2 Trestle Capacity Improvements & Westbound Trestle Replacement