

The Gray Notebook

WSDOT's quarterly performance report on transportation systems, programs, and department management
Quarter ending March 31, 2015 • Published May 2015
Lynn Peterson, Secretary of Transportation

WSDOT treads lightly to reduce its environmental footprint

Agency protects wetlands and stream sites throughout the state
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WSDOT staying ahead of social media curve

Technology fuels growing interest in WSDOT's traveler information services
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Are we there yet? Are we there yet? Are we ...

WSDOT's safety rest areas provide welcome respite for weary travelers
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PERFORMANCE HIGHLIGHTS reported for the quarter ending March 31, 2015

1.7 MILES

OF NEW NOISE WALLS CONSTRUCTED

BETWEEN

APRIL 2014 AND MARCH 2015

1.4 million

green lights given to commercial trucks by WSDOT's Commercial Vehicle Information Systems and Networks (CVISN) transponders

\$99.6 million

awarded to **Disadvantaged Business Enterprises** by WSDOT in FFY2014, a 33% increase since reforms began in 2013

270

acres included in 13 new sites added to WSDOT's **wetland and stream mitigation** inventory in 2014

3.9%

decrease in **gas prices** from 2013, marking a five-year low of \$3.56 per gallon in 2014

22.5 million

visits to WSDOT's statewide network of **safety rest areas**, an 8.2% increase from 20.8 million in 2013

7%

decrease in the **recordable incident rate** for WSDOT employees between 2010 and 2014

THERE WERE MORE THAN 40,500

NEW WSDOT

TWITTER FOLLOWERS

FOR TRAFFIC AND ROADWAY CONDITION UPDATES

FROM APRIL 2014 THROUGH MARCH 2015

On the cover: The Grass Creek site in Grays Harbor County provides mitigation for wetland functions lost at the SR 520 pontoon construction site.

Gray Notebook 57 takes a closer look at map tours

Gray Notebook 57 continues to build on the success of past editions by using new ways to tell WSDOT's performance stories. This edition features four interactive online maps (map tours), which allow readers to find out more about wetlands protection, safety rest areas, ferries and passenger rail. The maps showcase WSDOT's work around the state and include graphs and data as well as links to additional online resources from the agency.

Take a tour of the maps:

- Ferry routes <http://bit.ly/GNBferriesmap>
- Rail project performance <http://bit.ly/GNBraillmap>
- Safety rest areas <http://bit.ly/GNBrestareasmmap>
- Wetlands protection <http://bit.ly/GNB57wetlands>

Gray Notebook 57 also features annual articles on safety rest areas, ferries, travel information, noise quality, wetlands protection, Commercial Vehicle Information Systems and Networks, and workforce levels and training as well as a special report on Disadvantaged Business Enterprises. This issue includes quarterly reports ranging from incident response and Lean to updates on the delivery of projects supported by the 2003 Nickel Transportation Funding Package, the 2005 Transportation Partnership Account and Pre-existing Funds.

The Gray Notebook is available electronically at <http://wsdot.wa.gov/publications/fulltext/graynotebook/Mar15.pdf>; the publication, with hyperlinks, can be downloaded and printed as needed. The Gray Notebook is published quarterly in February, May, August and November. WSDOT also publishes a quarterly highlights folio of selected performance topics from the Gray Notebook, called Gray Notebook Lite.

Aligning the Gray Notebook with state and federal performance reporting

WSDOT is an active participant in Results Washington (p. 6), Gov. Inslee's plan to build a working Washington, and serves as the lead agency for Goal 2: Prosperous Economy. For more information, visit data.results.wa.gov/economy.

At the same time, WSDOT is working on future federal transportation reporting requirements. For more information, see Moving Ahead for Progress in the 21st Century (MAP-21) in [Gray Notebook 49, p. vii](#), and in this issue on [p. 5](#). The agency's strategic plan (Results WSDOT), Results Washington and MAP-21 play a critical role in guiding WSDOT's future performance reporting. Results WSDOT aligns with Results Washington while supporting agency-wide reforms being implemented by Transportation Secretary Lynn Peterson (see [Gray Notebook 53, p. ix-x](#)).

Gray Notebook credits

Many people collaborate on the Gray Notebook each quarter to ensure the best publication possible. Produced by WSDOT's Office of Strategic Assessment and Performance Analysis (OSAPA), articles feature bylines indicating key contributors.

The Gray Notebook and Gray Notebook Lite are printed in-house by Ronnie Jackson, Trudi Phillips, Talon Randazzo, Larry Shibley, Oma Venable and Deb Webb. OSAPA's Linda Pasta coordinates distribution. WSDOT's graphics team of Jinger Hendricks, Diana Lessard, Fauziya Mohamedali, Erica Mulherin and Steve Riddle assist with graphics, while WSDOT communicators typically take the photographs featured throughout each edition.

Statewide transportation policy goals

Laws enacted in 2007 established policy goals for transportation agencies in Washington (RCW 47.04.280). The six statewide transportation policy goals are:

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

Policy goal/Performance measure	Previous period	Current period	Goal	Goal met	Five-year trend (unless noted)	Desired trend
Safety						
Rate of traffic fatalities per 100 million vehicle miles traveled (VMT) statewide <small>(Annual measure: calendar years 2012 & 2013)</small>	0.77	0.77	1.00	✓		↓
Rate of recordable incidents for every 100 full-time WSDOT workers <small>(Annual measure: calendar years 2013 & 2014)</small>	5.7	5.4	5.0	—		↓
Preservation						
Percentage of state highway pavement in fair or better condition by vehicle miles traveled <small>(Annual measure: calendar years 2012 & 2013)</small>	91.9%	92.6%	90.0%	✓		↑
Percentage of state bridges in fair or better condition by bridge deck area <small>(Annual measure: fiscal years 2013 & 2014)</small>	91.7%	91.8%	90.0%	✓		↑
Mobility (Congestion Relief)						
Highways: Annual (weekday) vehicle hours of delay statewide at maximum throughput speeds ¹ <small>(Annual measure: calendar years 2012 & 2013)</small>	30.9 million	32.4 million	N/A	N/A		↓
Highways: Average incident clearance times for all Incident Response program responses <small>(Calendar quarterly measure: Q4 2014 & Q1 2015)</small>	13.2 minutes	12.2 minutes	N/A	N/A	 <small>(Five-quarter trend)</small>	↓
Ferries: Percentage of trips departing on time ² <small>(Fiscal quarterly measure: year to year Q3 FY2014 & Q3 FY2015)</small>	96.9%	97.3%	95%	✓		↑
Rail: Amtrak Cascades on time performance <small>(Annual measure: calendar years 2013 & 2014. Data from 2013 does not match previous editions as numbers were updated)</small>	77.3%	70.0%	80%	—		↑
Environment						
Number of WSDOT stormwater management facilities constructed <small>(Annual measure: fiscal years 2013 & 2014)</small>	169	189	N/A	N/A		Not applicable
Cumulative number of WSDOT fish passage barrier improvements constructed <small>(Annual measure: calendar years 2012 & 2013)</small>	270	285	N/A	N/A		↑
Stewardship						
Cumulative number of Nickel and TPA projects completed, and percentage on time ³ <small>(Calendar quarterly measure: Q4 2014 & Q1 2015)</small>	364/ 87%	366/ 87%	90% on time	—	 <small>(Five-quarter trend)</small>	↑
Cumulative number of Nickel and TPA projects completed and percentage on budget ³ <small>(Calendar quarterly measure: Q4 2014 & Q1 2015)</small>	364/ 91%	366/ 91%	90% on budget	✓	 <small>(Five-quarter trend)</small>	↑
Variance of total project costs compared to budget expectations ³ <small>(Calendar quarterly measure: Q4 2014 & Q1 2015)</small>	under budget by 1.9%	under budget by 1.9%	on budget	✓	 <small>(Five-quarter trend)</small>	Not applicable

Notes: N/A = not available; new reporting cycle data not available or goal has not been set. Dash (—) = goal was not met in the reporting period. 1 Compares actual travel time to travel time associated with "maximum throughput" (defined as 70 to 85 percent of the posted speeds), where the greatest number of vehicles occupy the highway at the same time. 2 WSDOT Ferries' "on time" departures include any trip recorded by automated tracking as leaving the terminal within 10 minutes of scheduled time. 3 Budget and schedule expectations are defined in the last approved State Transportation Budget. See [p. 31](#) for more information.

Moving Ahead for Progress in the 21st Century (MAP-21)

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MAP-21 federal performance reporting requirements

MAP-21 goals by program area	Federal threshold/benchmark ¹	MAP-21 target ²	WSDOT penalty ³ Yes/No	Date draft rule was released	Existing WSDOT performance measures for this program area
Highway Safety Improvement Program					Federal Register Vol. 79, No. 60
Rate of traffic fatalities per 100 million vehicle miles traveled (VMT) on all public roads	No	TBD ⁴	Yes	3/11/14	Traffic fatality rates using the NHTSA ⁵ methodology, see Gray Notebook 54, p. 1
Rate of serious traffic injuries per 100 VMT on all public roads	No	TBD	Yes	3/11/14	Serious injury rates using the NHTSA ⁵ methodology, see Gray Notebook 54, p. 1
Number of traffic fatalities on all public roads	No	TBD	Yes	3/11/14	Traffic fatalities using the NHTSA ⁵ methodology, see Gray Notebook 54, p. 1
Number of serious traffic injuries on all public roads	No	TBD	Yes	3/11/14	Serious injuries using the NHTSA ⁵ methodology, see Gray Notebook 54, p. 1
Rate of per capita traffic fatalities for drivers and pedestrians 65 years of age or older	No	TBD	No	Guidance provided 10/1/2012	Traffic fatalities for pedestrians 65 years of age or older. See Gray Notebook 48, p. 8 for MAP-21 implications. The rate of traffic fatalities for older pedestrians is part of Washington's Target Zero ⁶ campaign.
Rate of fatalities on high-risk rural roads	No	TBD	Yes	Guidance provided 10/1/2012	Traffic fatality rates on high-risk rural roads as part of Washington state's Target Zero campaign
Highway-railway crossing fatalities	No	TBD	No	Guidance provided 2/22/2013	Fatalities at highway-railway crossings
National Highway Performance Program					Federal Register Vol. 80, No. 2
National Highway System and interstate pavement in good and poor conditions	% of interstate pavement in poor condition not to exceed 5%	TBD	Yes	1/5/15	See Gray Notebook 56, p. 7 for an update on MAP-21 implications for pavement. On February 20, 2015, the Asset Management Plan draft rule was released which is linked to pavement and bridge performance measures.
National Highway System bridges classified in good and poor conditions	% of deck area on SD ⁷ bridges not to exceed 10%	TBD	Yes	1/5/15	Several measures of bridge condition including good/fair/poor condition rating and structural deficiency (SD) rating, see Gray Notebook 54, p. 4
Combined Draft Rule - anticipated in near future (measures to be determined through federal rule making)					
- System Performance (Congestion)					
Measures TBD	No	TBD	No		The 2014 Corridor Capacity Report details highway travel time and reliability trends in Washington state.
- National Freight Movement Program					
Measures TBD	No	TBD	No		WSDOT's freight mobility plan will address trucking, rail and marine freight. See Gray Notebook 54, p. 32 for review of MAP-21 freight implications
- Congestion Mitigation and Air Quality Program					
Measures TBD	No	TBD	No		The 2014 Corridor Capacity Report details highway travel time and congestion trends in Washington state
Measures for on-road mobile source emissions TBD	No	TBD	No		No existing performance measure

Data source: WSDOT Office of Strategic Assessment and Performance Analysis.

Notes: 1 Minimum threshold or benchmark to be established by the U.S. Department of Transportation, Secretary of Transportation. 2 Performance targets to be set for each performance measure by WSDOT in coordination with metropolitan planning organizations (MPOs) statewide. 3 Penalties apply for some measures if WSDOT or the MPO does not attain the target within a given time frame. Penalties apply only to WSDOT and include minimum allocations of federal funding toward programs to progress toward the desired target. 4 TBD = To be determined. 5 NHTSA = National Highway Traffic Safety Administration. 6 State strategic highway safety plan. 7 SD = structurally deficient.

Results Washington, the state's performance management system, outlines Gov. Jay Inslee's priorities. This strategic framework sets the state's vision and mission, as well as the foundational expectations for state agencies to achieve goals collaboratively. Results Washington has five focus areas: World Class Education; Prosperous Economy; Sustainable Energy and a Clean Environment; Healthy and Safe Communities; and Efficient, Effective and Accountable Government. For more information, visit <http://www.results.wa.gov/>.

Results Washington measures by goal area ¹	Previous period	Current period	On target ²	Current trend	Desired trend
Annual measures for which WSDOT is the lead agency					
Goal 2: Prosperous Economy					
Based on current funding levels, maintain the percent of Washington infrastructure assets in satisfactory condition at 2013 baseline levels through 2020 ³ (New measure: 2013 baseline data)	N/A	87%	N/A	N/A	↑
Based on current funding levels, control the percent of state and local bridges ⁴ in poor condition from increasing over 10% by 2017 (Fiscal years 2013 & 2014)	9.6%	9.3%	Yes	↓	↓
Based on current funding levels, control the percent of state and local pavements ⁴ in poor condition from increasing over 10% by 2017 (2012 & 2013)	6.0%	6.0%	Yes	↔	↓
Based on current funding levels, control the percent of ferry terminal systems that are past due for replacement from increasing over 6% by 2020 (Fiscal years 2013 & 2014)	5.4%	6.0%	Yes	↑	↓
Based on current funding levels, control the percent of ferry vessel systems that are past due for replacement from increasing over 10% by 2020 (Fiscal years 2013 & 2014)	5.3%	6.8%	Yes	↑	↓
Maintain percentage of transit fleet that exceeds the Federal Transit Administration's minimum useful life at 25% or below through 2020 ⁵ (Updated measure: Baseline data is for 2013)	N/A	25.4%	N/A	N/A	↓
Increase the percentage of Washingtonians using alternative transportation commute methods to 33% by 2015 (2012 & 2013)	27.7%	27.3%	No	↓	↑
Ensure travel and freight reliability (impacted by economic growth) on strategic corridors does not deteriorate beyond 5% from 2012 levels through 2017 ⁶ (Updated measure: 2012 & 2013)	0.0% ⁶	1.7%	Yes	↑	↓
Operate strategic corridors at 90% efficiency or higher through 2017 ⁷ (New measure: 2012 & 2013)	96.1%	95.2%	Yes	↓	↑
Reduce the number of pedestrian and bicyclist fatalities on public roadways from 84 in 2012 to zero in 2030 (2013 & 2014)	61	84 ⁷	No	↑	↓
Annual measures for which WSDOT is not the lead agency, but has an interest					
Goal 2: Prosperous Economy					
Increase state agency and educational institution utilization of state-certified small businesses in public works and other contracting and procurement by 2017 to: Minority-owned businesses, 10%; Women-owned businesses, 6%; Veteran-owned businesses, 5%	<i>Measure is under development. Expected to report in June 2015</i>				
Goal 3: Sustainable Energy and a Clean Environment					
Reduce transportation related greenhouse gas emissions from 44.9 million metric tons/year (projected 2020) to 37.5 million metric tons/year (1990) by 2020 (2011 & 2012)	41.9	42.4 ⁸	No	↑	↓
Reduce the average emissions of greenhouse gases for each vehicle mile traveled in Washington by 25% from 1.15 pounds in 2010 to 0.85 pounds by 2020 (2011 & 2012)	1.13	1.12	Yes ⁸	↓	↓
Increase the average miles traveled per gallon of fuel for Washington's overall passenger and light duty truck fleet (private and public) from 19.2 mpg in 2010 to 23 mpg in 2020 (2011 & 2012)	19.3	19.5	No	↑	↑
Increase the number of plug-in electric vehicles registered in Washington from approximately 8,000 in 2013 to 50,000 by 2020 (2013 & 2014)	7,896	12,351 ⁸	No	↑	↑
Increase miles of stream habitat opened from 350 to 450 (per year) by 2016 (2013 & 2014)	572	529	Yes	↓	↑
Increase number of fish passage barriers corrected per year from 375 to 500 by 2016 (2013 & 2014)	431	423	No	↓	↑
Goal 4: Healthy and Safe Communities					
Decrease number of traffic-related fatalities on all roads from 454 in 2011 to zero in 2030 (2012 & 2013)	438	436	Yes	↓	↓

Data source: WSDOT Office of Strategic Assessment and Performance Analysis, Results Washington's Open Performance Program.
 Notes: 1 In addition to the measures listed in the table above, WSDOT contributes performance information that will be combined and reported with data from all state agencies in Goal 5: Efficient, Effective and Accountable Government. 2 "On target" is defined as currently meeting the target or making enough progress to meet the goal by the target date. Some measures may be trending in the desired direction but are not on track to meet the target. 3 This measure was approved and added by the Results Washington Goal Council since the last report. 4 This measure only includes assets on the National Highway System. 5 This measure has been revised since the last report. 6 The previous period was 2012 and is the baseline for this measure. 7 Data is preliminary and has been updated from what was reported in *Gray Notebook* 56. 8 Data has been corrected from *Gray Notebook* 56.

In January 2015, WSDOT released its initial progress report for Results WSDOT, the agency’s strategic plan. The plan directs WSDOT’s work with partners and communities; emphasizes multimodal integration, strategic investments and technology; and focuses on how the agency makes investments and delivers projects with limited resources. To date, all strategies are on track to achieve their desired results. For a copy of Results WSDOT or to see the Strategic Plan Progress Report Executive Summary, go to <http://bit.ly/ResultsWSDOTStrategicPlan>.



Implementation plans define the actions and deliverables needed to achieve WSDOT’s goals from 2014 through 2017. Results WSDOT is based on the six goals listed in the table below, which are supported by strategies and tasks. Select *Gray Notebook* (GNB) articles, indicated by a box with a goal logo, show how the plan’s goals are being implemented.

WSDOT continues to improve performance and accountability by implementing its 10 reforms. The reforms will put into action common-sense changes that foster efficient, effective and accountable government. See [GNB 53, p. ix-x](#) for information on WSDOT’s reforms.

Results WSDOT sets agency direction

2014 through 2017 Strategic Plan

Recent *Gray Notebook* articles linked to goals



Goal 1: STRATEGIC INVESTMENTS

Effectively manage system assets and multimodal investments on corridors to enhance economic vitality

- Bridges: [GNB 54, pp. 4-11](#)
- Capital facilities: [GNB 55, pp. 2-5](#)
- Ferries preservation: [GNB 54, pp. 12-17](#)
- Highway maintenance: [GNB 56, pp. 14-15](#)
- Pavement conditions: [GNB 56, pp. 5-13](#)



Goal 2: MODAL INTEGRATION

Optimize existing system capacity through better interconnectivity of all transportation modes

- Aviation: [GNB 55, pp. 6-8](#)
- Ferries: [GNB 57, pp. 12-14](#)
- Rail: Amtrak Cascades: [GNB 57, pp. 18-19](#)
- Trip reduction: [GNB 51, pp. 16-18](#)
- Trucks, goods and freight: [GNB 54, pp. 28-32](#)



Goal 3: ENVIRONMENTAL STEWARDSHIP

Promote sustainable practices to reduce greenhouse gas emissions and protect natural habitat and water quality

- Air quality: [GNB 53, pp. 15-16](#)
- Endangered Species Act documentation: [GNB 55, pp. 20-21](#)
- Environmental compliance: [GNB 56, pp. 24-25](#)
- Fish passage barriers: [GNB 52, pp. 23-24](#)
- General permitting: [GNB 54, pp. 26-27](#)
- Water quality: [GNB 55, pp. 17-19](#)
- Wetlands preservation: [GNB 57, pp. 21-23](#)



Goal 4: ORGANIZATIONAL STRENGTH

Support a culture of multi-disciplinary teams, innovation and people development through training, continuous improvement and Lean efforts

- Lean: [GNB 57, pp. 26-27](#)
- Worker safety and health: [GNB 57, p. 8](#)
- Workforce level and training: [GNB 57, p. 30](#)



Goal 5: COMMUNITY ENGAGEMENT

Strengthen partnerships to increase credibility, drive priorities and inform decision making

- Bicyclist and pedestrian safety: [GNB 56, pp. 1-4](#)
- Highway system safety: [GNB 54, pp. 1-3](#)



Goal 6: SMART TECHNOLOGY

Improve information system efficiency to users and enhance service delivery by expanding the use of technology

- Commercial Vehicle Information Systems and Networks: [GNB 57, p. 25](#)
- Tolling: [GNB 56, pp. 30-31](#)
- Travel information: [GNB 57, p. 15](#)

Data source: WSDOT Office of Strategic Assessment and Performance Analysis.

Notable results

- Agency-wide recordable incident rate decreased 7% from 2010 through 2014

- WSDOT earned the “Team WorkWell” wellness worksite designation in 2014

WSDOT’s agency-wide incident rate improves

WSDOT’s agency-wide recordable incident rate (RIR) dropped from 5.7 in 2013 to 5.4 in 2014, indicating a decrease in the number of OSHA recordable injuries per 100 workers at agency worksites. The “days away, restricted or transferred” or DART rate also decreased from 3.0 in 2013 to 2.7 in 2014. The DART rate is a subset of the RIR where the injuries sustained result in days away, restricted or transferred duties.

Both the recordable incident and DART rate decreased significantly in the past five years due in large part to improved safety performance by WSDOT Ferries. The agency-wide recordable incident rate improved 7 percent and the DART rate improved 23 percent from 2010 through 2014.

WSDOT to test “near-miss” reporting pilot program in 2015

WSDOT will begin a pilot program on near-miss reporting in the second quarter of 2015 to help prevent workplace injuries and equipment damage. A “near miss” is an incident that does not cause personal injury or equipment damage, but could have resulted in either. WSDOT’s program is also designed to consider and incorporate safety suggestions that may prevent near misses and engage the entire workforce in safety awareness. The near-miss program will be introduced to employees at regularly scheduled safety meetings.



Strategic Plan Goal 4:
ORGANIZATIONAL STRENGTH
Strategy 4.2 (Employee Engagement) - Improve engagement to increase collaborative solutions.

In support of this strategy, WSDOT has been fostering employee participation in safety and wellness programs. The agency collects input to customize solutions based on worksite conditions and employee needs.

WSDOT’s recordable incident and DART rates¹
2010 through 2014; Average number of recordable incidents and DART rate for every 100 full-time employees per year

Incident rate	2010	2011	2012	2013	2014	5-year % change ²
WSDOT	5.2	5.8	5.4	5.5	5.7	+10%
Ferries ³	7.7	7.5	5.5	6.1	4.5	-42%
Agency-wide	5.8	6.2	5.5	5.7	5.4	-7%
DART rate						
WSDOT	2.6	2.1	2.4	2.6	2.5	-4%
Ferries ³	6.7	6.4	3.5	4.2	3.1	-54%
Agency-wide	3.5	3.1	2.7	3.0	2.7	-23%

Data source: WSDOT Office of Human Resources and Safety

Notes: 1 The recordable incident rate is calculated as the number of recordable incidents multiplied by 200,000 hours and divided by the total hours worked. The “days away” or DART rate is the count of recordable incidents involving days away, restricted duty, or job transfer, multiplied by 200,000 hours, and divided by the total hours worked. 2 Incident rate changes: improved = decrease (-%); worsened = increase (+%). 3 WSDOT Ferries is separate due to its marine work environment.

Employee survey helps direct WSDOT’s Wellness Program

During the last quarter of 2014, WSDOT employees were asked to participate in a survey about Wellness Program activities. The survey emphasized four categories: Disease Prevention, Fitness Programs, Nutrition Education, and Health Screening Programs.

More than 50 percent of respondents were interested in participating in all four categories. WSDOT used the survey results to develop the 2015 Wellness Work Plan according to goals within the Team WorkWell Program (see [Gray Notebook 55, p. 1](#)).

Contributors include Marlo Binkley, Kathy Dawley, Kathy Radcliff, Ernst Stahn, Dan Davis and Tarek Haffar

Agency earns wellness worksite designation

WSDOT completed the eight standards to qualify for the annual Team WorkWell award granted by the Washington State Healthcare Authority. WSDOT received recognition for its wellness worksite designation on April 16, 2015. More information about Team WorkWell can be found at <http://bit.ly/teamworkwell>.

Notable results

- *Visits to safety rest areas increased statewide by 8.2% between 2013 and 2014, to 22.5 million*
- *WSDOT met its safety rest areas maintenance goals in 2014 with a “B” grade*

Rest area use estimates up to 22.5 million in 2014

An estimated 22.5 million visitors used WSDOT’s safety rest areas in 2014, which is about 1.7 million or 8.2 percent more than the 20.8 million visitors estimated in 2013.

Since 2011 about 21.5 million visitors have used WSDOT’s safety rest areas annually. WSDOT’s 48 rest areas

Benefits to the traveling public include restrooms, travel information and picnic areas

contribute to improved safety on Washington’s highways by providing the traveling public with opportunities to take a break from driving. Visitor estimates are generally based on water use. Usage at

interstate rest areas was 13.1 million in 2014, 58 percent of the total and an increase of 8.5 percent from 2013. Usage at non-interstate rest areas was 9.4 million, or 42 percent, an increase of 5.2 percent from 2013.

Rest area operations cost between 9 cents and 81 cents per visitor

WSDOT budgeted \$12.4 million in the 2013-15 biennium for maintenance and operation of safety rest areas.

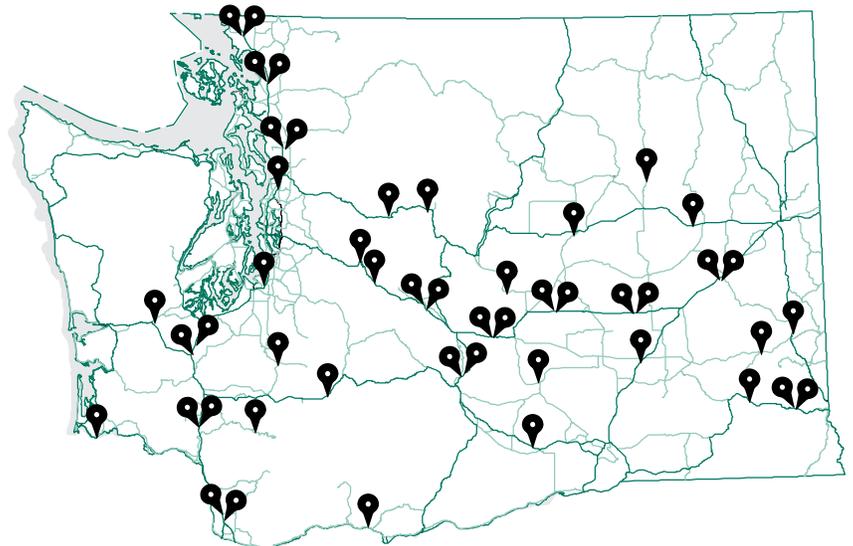
Preliminary data shows per visitor costs ranging from 9 cents at the highest use safety rest area (Maytown, south of Olympia on Interstate 5) to 81 cents at a rest area with one of the lowest uses (Traveler’s Rest off State Route 906 at Snoqualmie Pass Summit). The costs vary due to both the volume of visitors and the fixed costs to maintain and operate a facility, regardless of use. Calculating these costs is possible because in July 2013, WSDOT changed the way rest area expenditures were recorded to ensure they could be associated with a specific facility; WSDOT now has baseline data to use in tracking individual safety rest area expenditures. This new information allows WSDOT to more effectively manage expenses and compare operation, labor, equipment, materials, and utilities costs between rest areas.



This map is interactive online and is updated annually. Click anywhere on the map to explore information on visitor use levels for each safety rest area or go to <http://bit.ly/GNBrestareasmap>.

WSDOT operates 48 safety rest areas in Washington state, 20 with recreational vehicle dump stations. Twenty-eight rest areas are located on the interstate highway system, each approximately 30 to 45 miles apart. This is consistent with the Federal Highway Administration’s recommended spacing guidelines for safety rest areas on highways and major arterials. Another 20 rest areas are located on state routes and are particularly vital due to their more remote locations in areas with limited public services. The annual visitor use is much greater at the interstate sites, which are heavily used by commercial truck drivers.

WSDOT safety rest areas have 22.5 million visitors Calendar year 2014



WSDOT keeps its “B” grade for rest area maintenance

While visitor use increased, WSDOT safety rest areas again met their maintenance goals and scored a “B” rating through the calendar year 2014 Maintenance Accountability Process (MAP). Maintenance of safety rest areas is measured on an A+ through F- grading scale. To earn the “B” rating, restrooms must appear to be clean and have water and sewer systems that are code-compliant. Buildings may have some minor functional damage like a broken toilet paper dispenser, or graffiti, and the site may contain some minor litter, but for the most part, the grounds are clean and exhibit only minor wear and damage.

WSDOT headquarters maintenance staff visits each safety rest area a minimum of twice a year and conducts field surveys, scoring each against established MAP benchmarks or standards. These benchmarks tie into WSDOT maintenance program goals. See [Gray Notebook 56, pp. 14-15](#) for more information about MAP in 2013.

WSDOT grades safety rest areas’ maintenance on items like cleanliness of buildings, non-operable building/utility systems (examples include hand dryers, soap dispensers and recreational vehicle dump stations) and appearance of landscaped areas, sidewalks and pavement. [Gray Notebook 32, p. 19](#) has a detailed overview of the levels of service grading scale for maintenance items.

Safety rest area preservation backlog is \$24.4 million

WSDOT’s safety rest area preservation backlog is assessed on a two-year cycle. As reported in [Gray Notebook 53](#) one year ago, the \$24.4 million backlog represents a 69 percent increase from the \$14.4 million reported in 2012. For more details on the backlog and backlog strategies, see [Gray Notebook 53, p. 3](#).

Safety rest area conditions are also assessed on a two-year cycle and will not be assessed in 2015. For more about the 2014 safety rest area condition ratings, see [Gray Notebook 53, p. 4](#).

Gee Creek rest area building replacement project underway

WSDOT has a \$1.3 million preservation project in progress at the southbound Gee Creek Safety Rest Area on Interstate 5 (I-5) north of Vancouver, Wash. to construct two new buildings, demolish the old structure and address site deficiencies. The project was advertised in summer 2013 but all bids exceeded the budgeted amount and

were rejected. The project was re-advertised and awarded in spring 2014. Construction began in July 2014 and is planned to be complete in May 2015. Bids were improved through specification changes for the precast building sections to a standard design with no customization.

The heavily used safety rest area had multiple deficiencies identified by site users and maintenance staff that were documented in condition assessments following Federal Highway Administration design guidelines. Completion of this project is expected to improve the rating for the Gee Creek Southbound Safety Rest Area from “fair” to “good” and will address functional needs by adding additional toilet fixtures and sinks. It will also address \$50,000 in estimated preservation backlog deficiencies.

Recreation vehicle dump station preservation projects delayed

Some recreational vehicle (RV) dump station projects have been delayed or deferred to the next biennium. The Silver Lake southbound I-5 RV dump station rehabilitation project, budgeted at approximately \$428,500 for the construction phase, has been deferred as WSDOT assesses future needs. The sewer renovation project at Smokey Point northbound /southbound rest area on I-5, budgeted at \$110,000 for the construction phase, is delayed pending an agreement with the City of SeaTac. The RV dump station lighting renovation project at the Prosser rest area on I-82, budgeted for \$110,000 for the construction phase, is deferred as WSDOT determined that the project is not a high priority.

Recreational vehicle dump stations at safety rest areas are maintained and preserved with funds from a dedicated RV account (from RV license fees) of \$1.6 million for the 2013-2015 biennium.



This old well (in the concrete square) at Selah Creek Eastbound Safety Rest Area represents some of the typical preservation work facing WSDOT. Renovations are required to improve the water supply capacity to meet demand and to assure that the rest area remains operational.

Plumbing, fixture upgrades keep rest areas operational

In the 2013-2015 biennium, WSDOT plans to deliver \$37,000 in safety rest area projects that address plumbing issues, and \$230,000 in preservation projects that address needs such as waterline repair, sidewalk repair, interior surface repair or replacement, roofing replacement and building renovation projects.

The Silver Lake safety rest area storage building project has been deferred and will not be delivered until further evaluation. Another project involves the Winchester Eastbound Safety Rest Area water line which has failed and requires replacement.

These projects are considered minor as they involve building or site renovations that each cost less than \$100,000. For more information on how WSDOT prioritizes minor rest area preservation projects see [Gray Notebook 53, p. 5](#).

No new serious, fatigue-related collisions near Elbe rest area

There were no new serious, fatigue-related collisions near the Elbe Safety Rest Area in 2014; in the three years since it opened, there has been just one such collision. There were four serious, fatigue-related collisions in the three years prior to the facility opening in January 2012. This constitutes a 75 percent reduction in serious, fatigue-related collisions.

For a definition of fatigue-related collisions, see [Gray Notebook 53, p. 5](#). WSDOT analyzes collision data near new safety rest areas three years before and three years after they are built to determine their impact on serious, fatigue-related collisions.

New Web tool to aid preservation backlog management

A Web based application is being developed for WSDOT that is expected to be an integral component to the planning and development of strategic investment strategies for safety rest area preservation. The new application is part of a Facility Inventory Condition Assessment Program maintained by Washington State University Extension's Energy Program. The application will be used to centralize and track building condition, illustrate a preservation backlog, identify potential projects and create initial project budgets. The application is currently in use by other state agencies such as the Department of Natural Resources and the Department of Enterprise Services.

Sponsorship programs in other states not generating projected revenue

In an effort to pursue innovative sources of financing for the operation of the safety rest areas, WSDOT researched other states' sponsorship efforts and the governing regulations regarding sponsorship of transportation facilities. For example, an insurance company sponsored a "safe phone zones" program at Virginia rest stops and in Pennsylvania, a caterer took over vending concessions in a public/private partnership intended to defray the costs of operating the rest areas.

Many states that implemented sponsorship programs found that actual profits have come in substantially below initial projections. While federal guidelines clarify how states may use sponsorship and advertising programs, WSDOT found there are limitations that may restrict revenue generating opportunities based on how safety rest areas are constructed and operated in our state. WSDOT has reduced its rest area sponsorship pursuits, but continues to monitor what other states are doing in hopes of finding niches within sponsorship that may have value for WSDOT.

Free coffee program advertised

WSDOT recently strengthened partnerships with volunteer groups which serve free coffee and snacks to safety rest area users. WSDOT responded to volunteer concerns about the need to advertise the free coffee service on the highway right of way. The program is intended to be a safety service that encourages fatigued drivers to pull into safety rest areas and take a break before continuing to drive.

WSDOT worked with volunteer groups, customers, staff and legislators to develop a pilot project that allows WSDOT to install signs on the highway right of way advertising free coffee. Thirteen signs were installed at rest areas with the highest free coffee program participation. These include Smokey Point northbound and southbound, SeaTac, Maytown, Scatter Creek, Toutle River northbound and southbound, Gee Creek southbound, Indian John Hill eastbound and westbound, Sprague Lake eastbound and westbound and Nason Creek. WSDOT will track feedback and make informed decisions regarding additional locations for the signs in the coming year.

Contributors include Alix Berg, Steve Holloway, Yvonne Medina, Thanh Nguyen, Zak Swannack, Dennis Tate and Yvette Wixson

Ferries meets majority of Legislative performance goals

Policy goal/Performance measure	Prior (FY2013)	Current (FY2014)	Goal	Goal met	Comments	
Maintenance and Capital Program Effectiveness						
1	Percent of terminal projects ¹ completed on time	86%	100%	90%	✓	Exceeded on time goal for terminal projects in FY2014; increased from FY2013
2	Percent of terminal projects ¹ completed on budget	93%	100%	90%	✓	Exceeded on budget goal for terminal projects in FY2014; increased from FY2013
3	Percent of vessel projects completed on time A) Existing vessels ¹ B) New vessels	100% N/A ¹	93% 0%	75% 100%	✓ —	A) Exceeded on time goals for existing vessel projects in FY2014; decreased from FY2013. B) New vessel delivered 2.5 months late
4	Percent of vessel projects completed on budget A) Existing vessels ¹ B) New vessels	92% N/A ¹	67% 100%	75% 100%	— ✓	A) Five of 14 projects on existing vessels were over budget, an increase from FY2013 B) New vessel delivered on budget
14	Preliminary engineering costs ² • As a percent of terminal capital project costs • As a percent of existing vessel capital project costs	18% 9% ¹	13% 8% ¹	<15% <17%	✓ ✓	Engineering costs for terminal and existing vessel capital projects were within their goals; both trending in a positive direction from FY2013
15	Average vessel out of service time	7.5 weeks	8.1 weeks	<8 weeks	—	Missed vessel out of service time due to vessel mechanical issues; increased from FY2013
Safety Performance						
5	Passenger injuries per million passenger miles below three-year moving average	0.115	0.067	<0.098	✓	Met the goal for reduced passenger injuries of being below the three-year moving average; improved from FY2013
6	OSHA ³ recordable crew injuries per 10,000 revenue service hours	6.2	7.5	<8.5 ⁴	✓	Met the goal for reduced OSHA recordable crew injuries; increased from FY2013
Service Effectiveness						
7	Passenger satisfaction with Ferries' staff customer service	95% ⁵	95% ⁵	90%	✓	Exceeded passenger satisfaction for customer service goal; unchanged from FY2013
8	Passenger satisfaction with cleanliness and comfort of Ferries terminals, facilities and vessels	90% ⁵	89% ⁵	90%	—	Dissatisfaction with cleanliness of terminal bathrooms resulted in missed goal; slightly worse than FY2013
9	Passenger satisfaction with service requests made via telephone or Ferries website	74% ⁵	91% ⁵	90%	✓	Exceeded goal for passenger satisfaction with service requests; sharp increase from FY2013
16	On time performance level (percent of trips departing at scheduled time)	95.7% ⁶	95.5% ⁶	95%	✓	Exceeded on time performance level goal; slight decrease from FY2013
17	Service reliability level (percent of scheduled trips completed)	99.4%	99.5%	99%	✓	Exceeded service reliability level goal; slight increase from FY2013
Cost Containment Measures						
10	Annual operating cost estimate per passenger mile compared to budgeted cost	-3.44%	-3.53%	Within 5% of budget	✓	Exceeded goal for annual operating cost per passenger mile; slightly worse than FY2013
11	Annual operating cost estimate per revenue service mile compared to budgeted cost	-2.5%	-1.0%	Within 5% of budget	✓	Exceeded goal for annual operating cost per revenue service mile; slightly better than FY2013
12	Overtime hours as a percentage of straight time hours compared to budgeted overtime hours	+0.56%	+1.00%	Within 1% of budget	✓	Met goal for annual overtime as a percentage of straight time; slightly worse than FY2013
13	Gallons of fuel consumed per revenue service mile compared to budgeted fuel consumption	-1.69%	-3.29%	Within 5% of budget	✓	Exceeded goal for fuel consumption per revenue service mile; decreased from FY2013

Data source: WSDOT Ferries Division.

Notes: Goals above are grouped and the numbers are out of sequence to match those used in the State of Washington Office of Financial Management reporting. All reporting periods are based on fiscal years (FY). Prior reporting period is FY2013 (July 2012 through June 2013) and current reporting year is FY2014 (July 2013 through June 2014). < = goal is less than percent or number indicated 1 Includes preservation and improvement projects. 2 Measure No. 14 goal varies annually depending on project type as defined in the Cost Estimating Manual for WSDOT Projects. 3 OSHA = Occupational Safety and Health Administration. 4 As part of a five-year plan through 2016, the goal decreases annually toward the industry standard of 7.6 or fewer injuries per 10,000 revenue service hours. 5 Percentages include neutral responses from customers and are based on the number of respondents to the customer surveys. 6 The on time percentage includes any vessels leaving the dock within 10 minutes of the scheduled departure time.

Notable results

- WSDOT exceeded its annual on time performance goal of 95% for ferries with 97.3% of its 38,657 trips departing on time
- Ferries farebox revenues were \$34.5 million, up 6% (\$2 million) compared to the same quarter in fiscal year 2014

Ferries ridership increase largest in seven years

WSDOT Ferries (Ferries) ridership was approximately 4.93 million during the third quarter of fiscal year (FY) 2015 (January through March 2015). This is approximately 158,900 (3.3 percent) higher than projected for the quarter and 214,100 (4.5 percent) more than the third quarter in FY2014.

Compared to the same quarter in previous fiscal years, the ridership increase is the largest WSDOT has experienced in more than seven years. Fiscal years run from July 1 through June 30.

Ferries make 99.6 percent of trips to exceed annual reliability goal

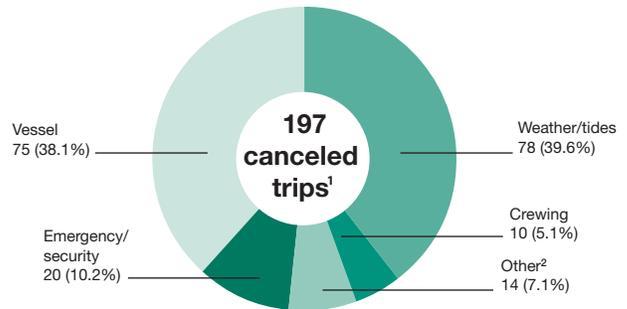
There were 38,657 regularly scheduled trips during the third quarter of FY2015. Ferries made 99.6 percent (38,500) of them, exceeding its annual reliability performance goal of 99 percent (see table on [p. 14](#)).

Ferries canceled 197 trips and was able to replace 40 of them, resulting in 157 net missed trips for the third quarter of FY2015. This was 20 fewer net trips missed compared to the third quarter of FY2014.

Tides and weather were the primary reasons for cancellations during the quarter, totaling 78 (39.6 percent). Mechanical issues on vessels caused 75 trip cancellations, and accounted for 38.1 percent of all the cancellations for the quarter. A leaky power cylinder in the engine on the Motor/Vessel (M/V) *Klahowya* required repairs and resulted in 20 cancellations, propulsion control problems on the M/V *Spokane* led to 11 cancelled trips, and 10 M/V *Kitsap* trips were cancelled because of propeller control problems.

The online version of this article features an interactive map with a more in-depth quarterly look at Ferries ridership, reliability and on time performance information. Visit bit.ly/GNBferriesmap.

WSDOT Ferries cancels 197 trips during third quarter (January through March 2015), fiscal year 2015



Data source: WSDOT Ferries Division.

Notes: Fiscal years run from July 1 through June 30. 1 Ferries replaced 40 of the 197 canceled trips, for a total of 157 missed trips. 2 “Other” includes events like disabled vehicles, issues at terminals, environmental reasons or non-ferries related incidents that can impact operations.

The remaining 34 mechanical cancellations were spread across seven other vessels. Emergency/security issues were the third highest reason and resulted in 20 cancellations during the quarter.

Ferries on time performance increases slightly for the quarter

System-wide on time performance for the WSDOT Ferries was 0.4 percentage points higher than the same quarter in FY2014, increasing from 96.9 percent to 97.3 percent for the third quarter of FY2015. This rate exceeds Ferries annual on time performance goal of 95 percent for its scheduled trips this quarter.

On average, 12 out of 428 daily trips did not leave the terminal within 10 minutes of the scheduled departure time in the third quarter of FY2015. This is a slight decrease from the 13 daily trips that were late during this period last year.

The San Juan Domestic route, which includes the San Juan interisland route, experienced the largest improvement in on time performance with a 5.3 percent increase over the same quarter last year. This jump from 90 percent of trips on time in FY2014 to 95.3 percent on time in FY2015 was due to the lower than expected

Third quarter farebox revenues jump by 6 percent

performance on the route during the third quarter of FY2014. During that quarter, there were multiple vessel mechanical problems which necessitated using smaller and slower vessels as replacements. These vessels were unable to maintain the schedule. The Anacortes/Friday Harbor – Sidney, B.C. international route experienced the largest decrease (5.6 percentage points) from the same quarter last fiscal year, from 100 percent in the third quarter of FY2014 to 94.4 percent in the third quarter of FY2015. However, with only 18 scheduled trips in the third quarter of FY2015, the lone late departure was enough to pull the on time percentage down by nearly six points.

Overall, on time performance improved on three Ferries routes and remained steady on two of the nine routes in the third quarter of FY2015 compared to the same quarter in FY2014.

Ferries farebox revenues hit all time high for winter quarter

Ferries farebox revenues followed ridership numbers and continued their upward trend, coming in at \$34.5 million for the third quarter of FY2015, the highest yet for the winter quarter (January through March). Farebox revenues were \$2 million (6 percent) more than the third quarter of FY2014, and \$1.1 million (3.2 percent) more than revenue projections based on the state's June 2014 economic

and population growth forecasts. Revenue has increased in each of the third quarters, spanning back to FY2011.

Rider complaints increase due to reservation issues

Ferries received a total of 364 complaints and 21 compliments from the 4.9 million riders it served during the third quarter of FY2015. This was an increase from the 315 complaints and a decrease from the 32 compliments from the same quarter in FY2014.

The largest increase in complaints was in the reservation category, which increased from nine to 100 compared to the same quarter in FY2014. This increase reflects the first full quarter since a new reservation system was implemented on the San Juan route. Most complaints focused on challenges traveling with a reservation, either making a reservation or checking in at the terminal, or objections to Ferries implementing a reservation system on the San Juan route. By the end of the third quarter of FY2015, the system was averaging more than 1,200 reservations daily. The largest decrease in complaints was in the employee behavior category, which dropped from 50 in the third quarter of FY2014 to 28 in the third quarter of FY2015.

Contributors include Matt Hanbey, Kynan Patterson and Joe Irwin

Ferries' on time performance and trip reliability both up slightly for third quarter of fiscal year 2015

Third quarter (January through March), FY2014 and FY2015; Annual on time goal = 95 percent; Annual reliability goal = 99 percent

Route	On time performance				Trip reliability			
	FY2014	FY2015	Status	Trend	FY2014	FY2015	Status	Trend
San Juan Domestic	90.0%	95.3%	+5.3%	↑	99.5%	99.6%	+0.1%	↑
Anacortes/Friday Harbor – Sidney, B.C.	100.0%	94.4%	-5.6%	↓	100.0%	100.0%	0.0%	↔
Edmonds – Kingston	99.8%	98.0%	-1.8%	↓	99.9%	99.5%	-0.4%	↓
Fauntleroy – Vashon – Southworth	96.4%	96.7%	+0.3%	↑	99.7%	99.9%	+0.2%	↑
Port Townsend – Coupeville	96.5%	97.6%	+1.1%	↑	94.4%	96.2%	+1.8%	↑
Mukilteo – Clinton	99.5%	99.0%	-0.5%	↓	100.0%	99.9%	-0.1%	↓
Point Defiance – Tahlequah	99.7%	99.7%	0.0%	↔	100.0%	99.9%	-0.1%	↓
Seattle – Bainbridge Island	97.8%	95.4%	-2.4%	↓	99.8%	99.8%	0.0%	↔
Seattle – Bremerton	98.6%	98.6%	0.0%	↔	100.0%	99.6%	-0.4%	↓
Total	96.9%	97.3%	+0.4%	↑	99.5%	99.6%	+0.1%	↑

Data source: WSDOT Ferries Division.

Note: FY = fiscal year (July 1 through June 30). A trip is considered delayed when a vessel leaves the terminal more than 10 minutes later than the scheduled departure time. Ferries operates 10 routes but combines the Anacortes – Friday Harbor route with the San Juan Interisland route as the San Juan Domestic for on time performance and service reliability. Due to unique fare collection methods in the San Juan Islands, and similar origin and destination legs on both routes, some statistics cannot be separated between the two routes.

Notable results

- Approximately 98,700 customers downloaded WSDOT mobile applications from April 2014 through March 2015
- There were 40,508 new Twitter followers of WSDOT traffic and roadway condition updates from April 2014 through March 2015

WSDOT launches bridge clearance trip planner

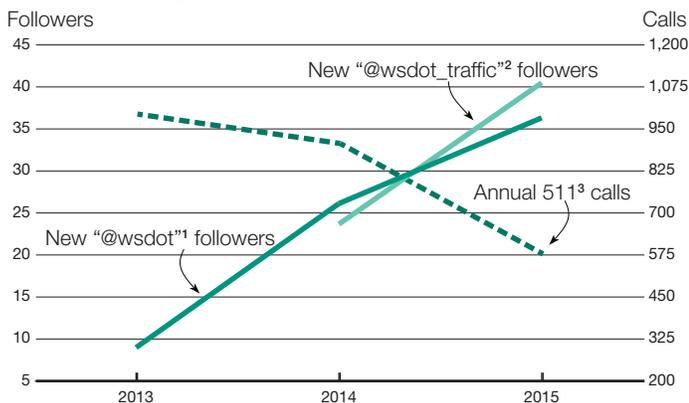
The Bridge Vertical Clearance Trip Planner was added to WSDOT's website in January 2015 and has had nearly 3,500 individual users through March 2015. The online mapping tool provides bridge clearance information to travelers planning to haul over-height loads on state highways. It gives information on height restrictions according to user input of vehicle height and routes.

The planner was developed by WSDOT in partnership with the Washington Trucking Association to help prevent over-height load impacts. The Bridge Vertical Clearance Trip Planner can be found at <http://bit.ly/bridgeverticalclearance>.

Social media, apps expand access to travel information

WSDOT's social media reach grew from April 2014 through March 2015. New Twitter followers of "@wsdot_traffic" increased 71.1 percent, from 23,671 in April 2014 to 40,508 new followers in March 2015. WSDOT's new Twitter account, "@wsdot_520," provides information about the State Route 520 bridge replacement project and has 1,886 followers after eight months online.

New Twitter followers trend up, 511 calls decrease April 2013 through March 2015; Numbers in thousands



Data source: WSDOT Communications and Traffic Office.

Notes: 1 Official WSDOT Twitter account. 2 Official WSDOT traffic information Twitter account. 3 Travel information phone system.

There are more than 98,000 WSDOT Twitter followers. WSDOT's customers also use the agency's smart phone applications for Android and iPhone to access travel information. During the reporting period, these applications were downloaded about 98,700 times.

Alternatives, weather reduce demand for WSDOT's 511 phone system

The number of calls to the travel information phone system decreased 36 percent compared to the previous 12 months due in part to a light winter in Washington state. Mountain pass information requests, which account for more than half of annual calls, decreased 47 percent from 561,217 to 297,466.

In the past four years, annual call volumes have decreased 60 percent overall, from 1.4 million to 578,000. The downward trend in annual calls reflects the increasing use of WSDOT's online travel information resources.

Advertising revenue increases

The average net revenue from advertising commercial goods or services on WSDOT's travel information website was \$4,902 per month from April 2014 through March 2015. This is an increase of 4.5 percent from the monthly average of \$4,690 for the previous 12 months. The travel information website had an average of 2.2 million individual users per month for the past 12 months. Guidance for WSDOT website advertising is available online at <http://bit.ly/WSDOTadvertisingpolicy>.

Contributors include Jeremy Bertrand, Bill Legg, Ida van Schalkwyk and Tarek Haffar



Strategic Plan Goal 6: SMART TECHNOLOGY

Strategy 6.3 (Traveler Information) - Enhance traveler information exchange with the public.

In support of this strategy, WSDOT provides real-time updates about traffic, construction, and weather events to inform travelers of roadway conditions. WSDOT develops its website and mobile applications to improve access to this information.

Notable results

- *WSDOT teams helped clear 11,076 incidents this quarter, providing an estimated \$16.9 million in economic benefits*
- *Statewide incident responses decreased 2.3% while clearance times improved 1.6% this quarter compared to the same quarter in 2014*

Incident Response teams help at 11,076 incidents

WSDOT's Incident Response (IR) teams assisted at 11,076 incidents during the first quarter of 2015 (January through March). This averages to a WSDOT team responding to an incident scene roughly every 12 minutes during the quarter. The agency responded to 257 fewer incidents — about 2.3 percent — during the first quarter of 2015 than during the same period in 2014. WSDOT teams cleared incidents in an average of 12 minutes and 12 seconds. This is 12 seconds faster than the average incident clearance time for the same quarter last year.

WSDOT's goal is to clear incidents as quickly and safely as possible to reduce incident-induced delay and the chance for secondary collisions to occur. Secondary collisions are incidents that happen in congestion resulting from another incident and may be caused by distracted driving, unexpected slowdowns, or debris in the roadway. The IR teams help alert drivers about incidents and clear the roadway to reduce the likelihood of new incidents. A table summarizing the IR program's performance and benefits for the quarter is on [p. 17](#).

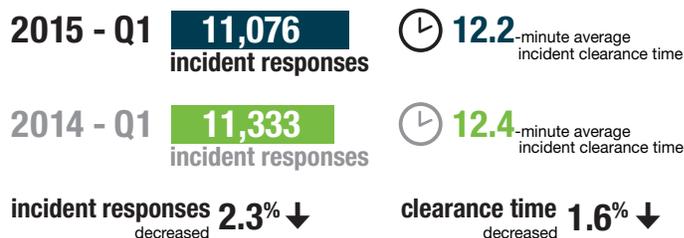
WSDOT's assistance at incident scenes provided an estimated \$16.9 million in economic benefits by reducing



The mission of WSDOT's Incident Response program is to clear traffic incidents safely and quickly, minimizing congestion and the risk of secondary collisions. The statewide program with a biennial budget of \$9 million, funding about 47 full-time equivalent positions (approximately 80 trained IR drivers) and 62 dedicated vehicles. Teams are on-call 24/7 and actively patrol 493 centerline miles of state highway on major corridors during peak traffic hours.

WSDOT sees less Incident Responses, clearance times improve

First quarter (January through March) 2014 and 2015



Data source: Washington Incident Tracking System.

Notes: Data above only account for incidents to which an IR unit responded. IR data reported for the current quarter (Q1 2015) are considered preliminary. In the previous quarter (Q4 2014), WSDOT responded to 10,782 incidents, clearing them in an average of 13.2 minutes. These numbers have been confirmed and are now finalized.

the impacts of incidents on drivers. These benefits are provided in two ways. First, by clearing incidents quickly, WSDOT reduces the time and fuel motorists waste in incident-induced traffic delay. About \$9.5 million of IR's economic benefits for the quarter is from reduced traffic delay. Second, by proactively managing traffic at incident scenes, WSDOT helps prevent secondary collisions.

About \$7.4 million of IR's economic benefit results from preventing an estimated 2,115 secondary collisions and resulting delay. This figure is based on Federal Highway Administration data that there are 20 percent more secondary incidents on the system due to primary incidents. Based on WSDOT's budget for IR (see box at lower left), every \$1 spent on the program this quarter provided drivers roughly \$15 in economic benefit.

WSDOT teams' proactive work reduces incident-related delay

Incident-induced traffic delay on state highways cost motorists \$38.2 million in wasted time and fuel during the first quarter of 2015. This is about \$500,000 less than in the same quarter of 2014. Without WSDOT's assistance, the economic impact is estimated to be \$55.1 million (\$16.9 million in prevented delay and secondary incidents plus \$38.2 million in actual delay).

WSDOT program receives positive customer feedback

WSDOT's Incident Response prevents \$16.9 million in delay and secondary collisions

January through March 2015; Incidents by duration; Times in minutes; Costs and benefits in millions of dollars

Incident duration	Number of incidents ¹	Percent blocking ²	Average roadway blocking clearance time ⁴	Average incident clearance time ³	Average roadway clearance time ⁴	Cost of incident-induced delay	Economic benefits from IR program ⁵
Less than 15 min.	8,629	16.4%	4.5	5.0	0.7	\$10.8	\$5.0
Between 15 and 90 min.	2,330	53.5%	25.5	30.4	13.8	\$20.4	\$9.0
Over 90 min.	117	88.0%	164.3	176.8	144.7	\$7.0	\$2.9
Total	11,076	25.0%	20.6	12.2	5.0	\$38.2	\$16.9
Percent change from first quarter 2014	↓ 2.3%	↑ 4.6%	↓ 1.4%	↓ 1.6%	↓ 5.7%	↓ 1.4%	↓ 2.7%

Data source: Washington Incident Tracking System.

Notes: 1 Teams were unable to locate 500 of the 11,076 incidents. Because an IR team attempted to respond, these incidents are included in the total count, but are not factored into other performance measures. 2 An incident is considered blocking when it shuts down one or more lanes of travel. 3 Incident clearance time is the time between an IR team's first awareness of an incident (when a call comes in or the incident is spotted by a patrolling IR unit) and when the last responder has left the scene. 4 Roadway clearance time is the time between the IR team's first awareness of an incident and when all lanes are available for traffic flow. 5 Estimated economic benefits include benefits from delay reduction and prevented secondary collisions. See [WSDOT's Handbook for Corridor Capacity Evaluation, pp. 40-42](#) for WSDOT's benefits calculation methods.

For more information on how WSDOT calculates these figures and all IR performance metrics see [WSDOT's Handbook for Corridor Capacity Evaluation, pp. 40-42](#).

WSDOT teams respond to 117 over-90-minute incidents

WSDOT Incident response units provided assistance at the scene of 117 incidents that lasted more than 90 minutes during the first quarter of 2015. This is four less incidents — roughly 3 percent — than the same quarter in 2014. While these over-90-minute incidents accounted for 1 percent of all incidents, they resulted in 18.3 percent of incident-related delay costs.

Seven of the 117 over-90-minute incidents took six hours or more to clear (referred to as extraordinary incidents). This is one more extraordinary incident than the same quarter in 2014. The seven extraordinary incidents took an average of seven hours and 44 minutes to clear, accounting for about 3 percent of all incident-induced delay costs for the quarter.

WSDOT crews cleared over-90-minute incidents in about two hours and 57 minutes on average. This is six minutes faster than the same quarter in 2014. The higher number of extraordinary incidents likely contributed to this increase in clearance times.

Excluding the seven extraordinary incidents, WSDOT's average clearance time for over-90-minute incidents would have been two hours and 40 minutes. Performance data reported in this article is from WSDOT's

Washington Incident Tracking System, which tracks incidents to which a WSDOT IR team responded.

Contributors include Paula Connelley, Vince Fairhurst, Ida van Schalkwyk, Bradley Bobbitt and Sreenath Gangula

Publication update for roadway clearance time

Starting with *Gray Notebook* (GNB) 57, "average roadway clearance time" applies to all incidents (both blocking and non-blocking). Between GNB 43 and GNB 56, "roadway clearance times" referred only to blocking incidents.



Customer feedback: Incident Response teams provide quick assistance in first quarter 2015

WSDOT IR teams give comment cards to drivers they help. Below are samples of the comments received from drivers WSDOT assisted during the first quarter of 2015:

- Best idea ever. Does help a lot especially for the women who are in trouble on the road at night. Thank you very much.
- Kim was my hero! So thankful for him, and the Incident Response Program.
- Just put more (IR) trucks on busy highways and freeways. You can't believe the relief a woman alone feels when they pull up! Thank you!
- He was knowledgeable. He was great. He gave us a different way to go. The best and nicest guy, he would not take a tip. Thank you so much.



Notable results

- *Amtrak Cascades ridership and ticket revenues both fell by about 3% between 2013 and 2014*
- *As of March 31, 2015, seven federally funded rail projects are complete and nine others are under construction*

Ridership and revenue decline slightly in 2014

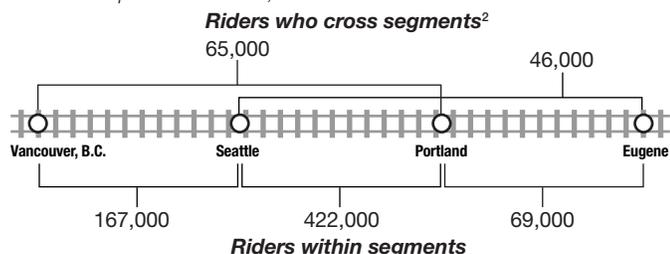
Approximately 781,000 passengers traveled on Amtrak Cascades passenger trains between Eugene, Ore., and Vancouver, British Columbia in 2014. This is about 3 percent less than the 807,000 passengers who traveled on the line in 2013. The ticket revenue also fell by about 3 percent between 2013 and 2014, from \$29.2 million to \$28.3 million, respectively.

These trends were recently published in the Annual Performance Report for Amtrak Cascades (available at <http://www.wsdot.wa.gov/Rail/PerformanceReports.htm>). Several findings were consistent between 2013 and 2014:

- July and August had the highest number of Amtrak Cascades passengers both years.
- The Seattle, Portland, Vancouver, British Columbia, and Tacoma stations had the highest number of passengers (stations listed from highest number to lowest number).
- The Seattle/Portland and Seattle/Vancouver, British Columbia, city pairings netted 45 percent of all corridor revenue. City pairings are determined by the station locations where passengers board the train (such as Seattle) and get off the train (such as Portland).

More than half of Amtrak Cascades ridership is on Seattle/Portland segment

Total ridership for 2014 = 781,000¹



Data source: WSDOT Rail Division.

Notes: Ridership numbers are rounded. 1 Total ridership also includes about 11,000 riders who were either unidentified by Amtrak or deferred their trip to another date, and almost 1,000 passengers who used Sound Transit's RailPlus program to travel between Everett and Seattle. 2 Riders who cross segments are riders who use a through-train (when a rider boards the train in one segment, then gets off the train in another segment, i.e., boards in Bellingham and gets off in Olympia).

According to the report, on time performance for Washington-funded trains was 70 percent in 2014, compared to 77 percent in 2013. The decrease can be largely attributed to schedule changes and construction along the rail line.

WSDOT tracks performance, ridership and revenue trends to help guide future capital investment and service expansion. Due to the federal Passenger Rail Investment and Improvement Act (PRIIA), which took effect in October 2013, Washington and Oregon are fully responsible for funding Amtrak Cascades operations (see [Gray Notebook 52, p. 21](#), for more details).

Safety along passenger rail lines

In its commitment to safety, WSDOT assesses and verifies Amtrak's safety practices. WSDOT participates in hazard assessments when changes are proposed for stations, platforms, grade crossings and track improvements; performs safety policy research; and coordinates with regulatory entities, such as the Federal Railroad Administration and the Washington Utilities and Transportation Commission. WSDOT staff also provide education and outreach through Operation Lifesaver (www.utc.wa.gov/publicSafety/railSafety/Pages/operationLifesaver.aspx).

Fatalities along Pacific Northwest Rail Corridor¹ in Washington state show little change

2010 through 2014	2010	2011	2012	2013	2014
Grade crossing fatalities	3	2	0	2	2
Trespassing fatalities	5	2	4	3	3
Total fatalities	8	4	4	5	5

Data source: Washington State Utilities and Transportation Commission.

Note: 1 Includes Amtrak Cascades, Coast Starlight and Empire Builder.

Fatalities involving all Amtrak operated services along Washington's Pacific Northwest Rail Corridor (this includes Amtrak Cascades, Coast Starlight, and Empire Builder) have shown little change for the past five years (see table above). A grade crossing fatality occurs when a vehicle or pedestrian is struck by a train at a highway-rail grade crossing. A trespassing fatality occurs when a pedestrian or vehicle is struck by a train away from a grade crossing.

Seven of 20 federally funded rail projects are complete



The \$46 million Tukwila Station project, which included the covered platform waiting areas above, was completed in early 2015.

WSDOT and partners complete Tukwila Station project

The new Tukwila Station was completed and dedicated on February 18, 2015, a major milestone in WSDOT's 20-project, high-speed rail program. Following the dedication, WSDOT worked with Sound Transit to answer questions and distribute Amtrak Cascades and Sound Transit materials to nearly 1,000 passengers during a Rider Appreciation event.

Serving as a major multimodal transportation hub, the \$46 million permanent station replaces a temporary structure. It offers Amtrak Cascades and Sound Transit train service, as well as bus connections and bicycle storage. The station is a short trip from the Sea-Tac International Airport, and has 40 dedicated overnight parking spaces for Amtrak Cascades customers.

Sound Transit oversaw construction, with assistance and funding help from WSDOT, the Federal Railroad

Administration and the Federal Transit Administration. See [Gray Notebook 54, p. 23](#), for more information on the Tukwila Station improvements.

New locomotive design moves forward

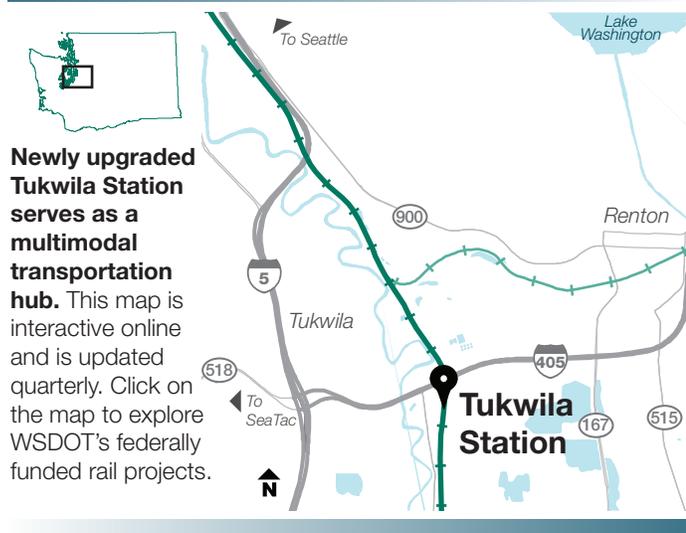
WSDOT hosted three locomotive final design review workshops in Seattle during February and March. More than 30 stakeholders from around the country and the world participated in the series of workshops, each of which lasted five days. The purpose of the workshops was for officials to review and approve comments for the final design plans of the locomotives. This was the last step in the design process and was needed before construction could begin.

WSDOT is purchasing eight Siemens Charger locomotives as part of its 20-project high-speed rail program. The new locomotives will offer better fuel efficiency, added passenger comfort and safety upgrades. They also will support two additional round trips between Seattle and Portland, for a total of six per day. The diesel-electric locomotives will be built in America based on designs developed by WSDOT and partner states California, Illinois, Michigan and Missouri. They are scheduled to be in operation by spring 2017.

Contributors include Jason Biggs, Chris Dunster, Teresa Graham, Barbara LaBoe, Gayla Reese Walsh, Erica Bramlet and Alison Wallingford

WSDOT continues to make progress on its 20 federally funded rail projects

As of March 31, 2015, WSDOT had nine passenger rail projects in construction, four in the design phase and seven projects completed. All of the remaining projects will start construction this year. Work includes purchasing new locomotives, adding tracks to handle increased train traffic, and upgrading tracks, signals and stations. More than 96 percent (\$767 million) of federal funding for these projects is from the American Recovery and Reinvestment Act of 2009. When the program is scheduled to be complete in 2017, passengers are expected to benefit from two additional daily round trips between Seattle and Portland, with an anticipated travel time reduction of 10 minutes. In addition, WSDOT, Amtrak and BNSF are committed to achieving an average of 88 percent on time performance for trains traveling from Portland to Seattle and Seattle to Vancouver, British Columbia. To view the interactive map of the federally funded projects, visit <http://bit.ly/GNBrailmap>.



Notable results

- *WSDOT constructed 1.7 miles of new noise walls on State Route 520 between April 2014 and March 2015*
- *Underwater research shows new pile designs reduce noise levels by up to 21 decibels, lessening the impact to marine life*

Noise walls reduce auditory impacts to communities

WSDOT constructed 1.7 miles of new noise walls between April 2014 and March 2015 on State Route 520 for the Eastside Transit and High Occupancy Vehicle Project. Roughly 2 percent of the \$306 million project budget was allotted for noise walls. For more information on this noise wall project, see bit.ly/SR520noisewalls.



WSDOT installed 1.7 miles of new noise walls on State Route 520 between Lake Washington and Interstate 405 in 2014.

In the upcoming year, WSDOT plans to complete 1.8 additional miles of noise walls, including a noise berm and upgrades to existing walls for the Interstate 405 Bellevue to Lynnwood project. See [Gray Notebook 53, p. 17](#) for more information. The noise wall portion of this project was scheduled to be finished in 2014, but was not completed due to project delays.

Of WSDOT's approximately 92.7 total miles of noise walls, 26.8 miles have been constructed since reporting on these projects began in 2001. WSDOT builds two types of noise walls. Type 1 walls accompany new construction projects when WSDOT determines there will be increased traffic noise levels for nearby residents. Type 2 walls are noise abatement retrofits made for existing highways near residential areas that were constructed before 1976. For additional details about Type 1 and Type 2 projects, see [Gray Notebook 47, p. 32](#).

WSDOT constructs noise walls to absorb or reflect sound in order to reduce traffic noise impacts to residents living

near busy roadways. To comply with federal and state noise standards, WSDOT hires external consultants or conducts in-house traffic noise studies using computer modeling software to determine impacts of new transportation projects.

Between April 2014 and March 2015, the agency prepared or reviewed 34 traffic noise studies. When studies predict impacts, WSDOT seeks input from nearby communities and evaluates how and whether noise can cost-effectively be reduced, a process which can take two or more years.

Contributors include Jim Laughlin and Erica Bramlet

WSDOT continues rumble strip research

WSDOT conducted research to compare different centerline rumble strip designs to enhance driver safety and reduce noise for residents living near busy roadways. Additional results from December 2014 suggested that depth and spacing of rumble strips affect noise impacts to nearby residents more than length and width. The designs varied by more than 10 decibels, a difference comparable to reducing the sound by 50 percent. See [Gray Notebook 53, pp. 17-18](#) for more information.

New pile designs reduce impact to marine life

During in-water construction for bridge and ferry terminal projects, WSDOT measures noise from pile driving and monitors impacts to fish and marine birds and mammals.

WSDOT has worked with the University of Washington since 2011 to design new, quieter underwater piles. Initial results from October 2014 show two prototype piles, which have air chambers between the inner and outer piles, that reduced noise levels by up to 21 decibels, from 210 to 189 decibels. Lowering noise levels also reduces project costs by reducing the area that needs to be monitored for wildlife impacts.

Research for both projects is ongoing, and the results of additional tests expected to be completed in late 2015 are scheduled to be reported in *Gray Notebook 61*.

Notable results

- WSDOT added 13 new wetland and stream mitigation sites in 2014, bringing the total to 248
- WSDOT restored a 66-acre estuary site to offset impacts of a SR 520 pontoon construction site and other future projects
- WSDOT's mitigation banks earned the agency 10 credits in 2014 to be used to offset for future impacts from transportation projects
- WSDOT completed permit requirements at seven sites in 2014, six before the end of the 10-year monitoring period

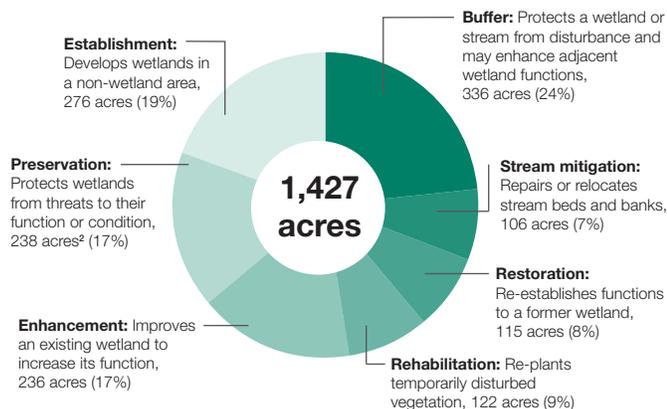
WSDOT adds 270 acres of wetland mitigation sites

WSDOT started monitoring 13 new sites on 270 acres in 2014, bringing the total to 248 wetland and stream mitigation sites on 1,427 acres since 1988. WSDOT designs and builds transportation projects to avoid and minimize disturbance to wetlands and streams. When construction impacts cannot be avoided and other mitigation options are too far away or are not cost-effective, WSDOT designs and builds wetland and stream mitigation sites as compensation. WSDOT's inventory of mitigation sites includes:

- One hundred wetland and stream mitigation sites in the initial 10-year monitoring period,
- Five sites being evaluated by the U.S. Army Corps of Engineers (Corps) and Washington State Department of Ecology (Ecology) for completion of their permit requirements,

WSDOT replacement wetlands: 1988 through 2014

Total acreage (and percent) of replacement wetlands and stream mitigation sites by type (248 sites on 1,427 acres¹)



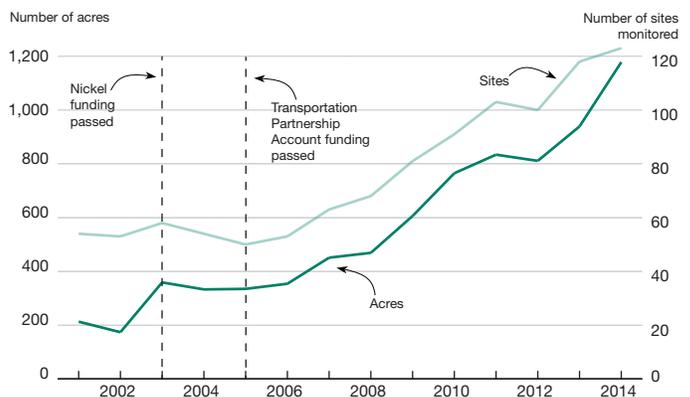
Data source: WSDOT Environmental Services Office
Notes: 1 Acreage does not add up to 1,427 due to rounding. 2 WSDOT incorrectly reported 201 acres instead of 202 acres in *Gray Notebook* 53.

- Twelve sites past the initial monitoring period that have not yet met all their permit requirements, and
- One hundred thirty-one sites in long-term stewardship that have met their permit requirements.

Refer to [Gray Notebook \(GNB\) 53, p. 20](#) for a description of the life of a typical WSDOT wetland mitigation site.

WSDOT monitoring 123 sites on 1,178 acres

2001 through 2014; Number of sites and acres monitored



Data source: WSDOT Environmental Services Office

Note: Of the 123 sites above, WSDOT has 100 active mitigation sites, five sites submitted for closeout that are still being evaluated, 12 sites beyond the initial monitoring period and six bank units.

The number of wetland and stream mitigation sites monitored in 2014 has more than doubled since 2006 as a result of construction projects funded by the 2003 Nickel and the 2005 Transportation Partnership Account gas tax packages. With a trend of a net gain in mitigation sites and the time it takes for sites to develop, WSDOT expects the monitoring workload to remain high for several years.

Seven sites complete requirements, now in long-term stewardship mode

In 2014, WSDOT finished monitoring seven sites where permit requirements were met. Six of the seven sites developed more quickly than planned and the Corps and Ecology agreed to close them before the end of the standard 10-year monitoring period.

WSDOT makes strategic choices to mitigate impacts

When sites in the initial 10-year monitoring period are performing better than expected, WSDOT can request the Corps' and Ecology's approval to reduce the monitoring effort. If some performance standards are achieved two years in a row, monitoring crews then save time by collecting detailed information only on the performance standards that have yet to be achieved. One example of a performance standard is how much cover is provided by native trees and shrubs.

Number of delayed sites unchanged from 2013

The number of sites not meeting their permit requirements within the initial monitoring period did not change from 2013, remaining at 12 in 2014. WSDOT expected to request reviews from the Corps and Ecology for permit completion in 2014 for six sites that have been slow to develop (see [GNB 53, pp. 20-21](#)); however, limited funding reduced the time and resources available to improve these sites. WSDOT plans to request closing these six sites in late 2015, in addition to one more that has met its permit conditions in 2015. Of the other five delayed mitigation sites:

- Two need more time to develop after plant replacement and weed control in 2014,
- One is unlikely to develop further because it does not get enough water, and
- Two have wetlands that are smaller than planned.

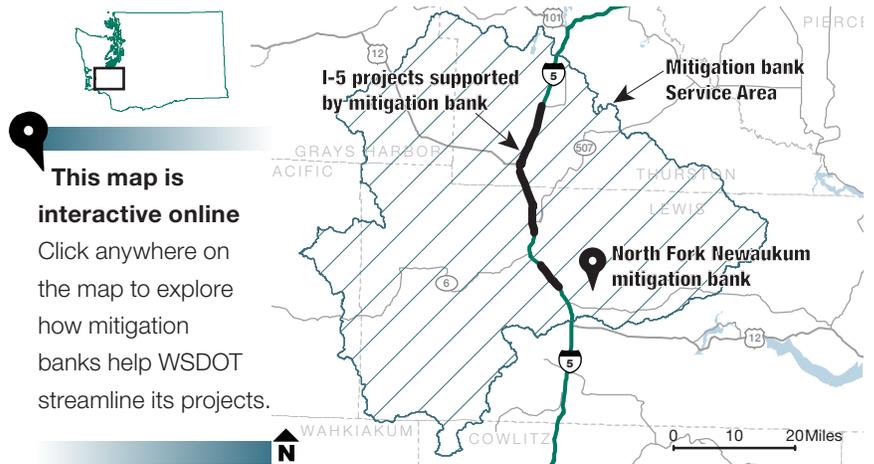
WSDOT is evaluating alternatives for the latter three sites above, which are unlikely to meet all of their permit requirements.

Mitigation banks benefit WSDOT projects by consolidating efforts

In 2014, WSDOT mitigation banks earned nearly 10 credits by meeting performance targets. While WSDOT did not use any credits this year, the agency's mitigation banks save time and money by consolidating work efforts and storing credits for future projects. Mitigation banks are like "savings accounts" for mitigation work. The net increase in ecological function provided by a site is converted to credits, which can be used later as compensation for unavoidable wetland impacts.

WSDOT constructed the 230-acre North Fork Newaukum (NFN) bank in 2002, and it was ready to be used as mitigation by 2004. Seven WSDOT projects that widen a 16-mile section of Interstate 5 (I-5) near Centralia have used 24 credits from the NFN bank. The first of these projects was completed in 2009 and the last is scheduled to finish in late 2015. Investing in the NFN bank saved WSDOT from needing to build individual mitigation sites and streamlined the permitting process.

North Fork Newaukum mitigation bank saves project resources WSDOT bank mitigates impacts for I-5 road widening projects



Seven WSDOT construction projects in the North Fork Newaukum mitigation bank's service area used mitigation credits to streamline the permitting process and offset environmental impacts. Go to bit.ly/GNB57wetlands (or select the map above) to see an interactive map of the I-5 project locations and learn about the development of the mitigation bank.

WSDOT improved riparian and wetland habitat conditions at the site by restoring and enhancing degraded wetlands and other aquatic resources, and planting trees along the Newaukum River.

Find more information about WSDOT's mitigation banks at <http://www.wsdot.wa.gov/Environment/Wetlands/Mitigation/Alternativemitigation.htm>, and an overview of how WSDOT projects benefit from mitigation banks and creative third-party solutions in [GNB 53, p.21](#).

Third-party solutions help keep WSDOT wetland workload steady

WSDOT also streamlines its mitigation efforts by purchasing credits from third-party vendors. WSDOT has purchased more than 21 credits from six third-party mitigation banks since 2007. In 2014, WSDOT purchased half of a credit at the Skykomish Mitigation Bank for the

WSDOT improves wetlands, fish habitat at SR 900, SR 520

State Route (SR) 9 - 32nd St. Southeast and 84th St. Northeast Safety Improvements Project near Marysville. The project improved traffic flow and safety by installing a roundabout at one intersection and new signals at another.

In 2014, the SR 3 Belfair Area Safety and Widening Project used in-lieu fee mitigation credits, which are another third-party mitigation solution. Instead of building a project-specific mitigation site, WSDOT paid a vendor to replace and maintain wetland functions lost as a result of the project. WSDOT purchased 5.3 credits from the Hood Canal Coordinating Council to compensate for the project, which will add a full-length center turn lane, shoulder and sidewalk paving.

Mitigation at historic estuary restores intertidal habitat

The last of the 33 pontoons built in Aberdeen for the SR 520 Bridge and HOV Replacement Program were floated to Lake Washington in early 2015. The casting basin in Grays Harbor where the pontoons were built filled slightly less than one acre of wetland and affected subtidal habitat adjacent to the construction site.

To compensate for the casting basin's impacts, WSDOT purchased a grazed pasture near the mouth of Grass Creek in the north bay of Grays Harbor. WSDOT restored the site to high-quality wetlands by removing dikes, filling

ditches, reopening historic tidal channels and excavating intertidal habitat. These improvements provided a feeding area for shorebirds and a transition area for juvenile salmon as they migrate from freshwater to the Pacific Ocean.

The 66-acre site (see graphic below left) includes nearly nine acres that compensate for the casting basin, and 10 acres of regulatory buffer along SR 109. This leaves 46 acres available to provide mitigation for future transportation projects in the Lower Chehalis River Basin. WSDOT conducted monitoring at the SR 520 Grass Creek mitigation site for the second time in 2014 (see [cover photo](#)). For monitoring reports on mitigation projects, see <http://www.wsdot.wa.gov/Environment/Wetlands/Monitoring/Reports.htm>.

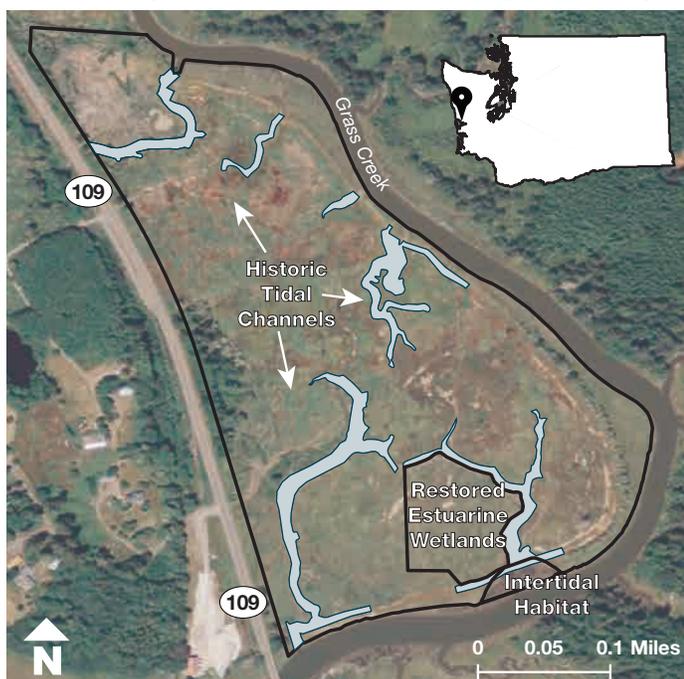
WSDOT works with partners on mitigation, improves I-90 access

The SR 900 Newport Way to I-90 Widening Project added two lanes to a 1.6-mile section of SR 900 and improved the I-90 interchange to increase roadway capacity in 2010. As part of the mitigation for this project, WSDOT collaborated with Ecology, the Department of Fish and Wildlife, the Corps, and the Muckleshoot Indian Tribe to support Washington State Parks, King County and the City of Issaquah in implementing the Tibbetts Creek Greenway Restoration Project in Lake Sammamish State Park. Because mitigation plans had already been developed by agency partners, WSDOT permitting timelines were shortened.

The restoration project also provided mitigation for two other WSDOT projects for which monitoring ended in 2010 and 2012. The 10-year monitoring period for the SR 900 mitigation site ended in 2014. WSDOT plans to submit a request to the Corps and Ecology to close the site in 2015, with Washington State Parks taking over long-term management for the site.

The project's enhancements to the Tibbetts Creek Greenway included water quality improvement, shoreline stabilization, and grading to provide new wetlands and additional flood storage area. Before the restoration, the Tibbetts Creek basin lacked floodwater storage, the creek lacked shade for habitat and the basin was infested with non-native plants. Native trees and shrubs now provide shade to the creek for fish, and food and building materials for wildlife, including a family of beavers.

Contributors include Cyndie Prehmus, Doug Swanson and Erica Bramlet



Dike removal at the Grass Creek mitigation site in Grays Harbor created improved tidal exchange and intertidal habitat.

Notable results

- *Employment for highway, street and bridge construction increased 2.2% between May 2013 and May 2014*
- *Gas prices fell to a five-year low of \$3.56 per gallon in 2014, a 3.9% decrease from 2013 gas prices*

Employment returns to pre-recession levels

Economic trends continued to move in a positive direction in 2014. Maintaining the steady recovery, statewide non-farm employment reached 3.08 million workers in calendar year 2014, a 2.8 percent increase from the previous year. This exceeds the 2007 employment level of 2.97 million workers (prior to the Great Recession that started in 2008).

While employment for highway, street and bridge construction workers has trended upward since 2011, it is still substantially below pre-recession levels. Highway, street and bridge construction employment reached 305,740 workers in 2014, an increase of 2.2 percent from 2013. This is 15 percent below the 2007 level of 358,500 workers.

The state's annual unemployment rate fell to 6.2 percent in 2014, an improvement from 7.0 percent in 2013. While the unemployment rate continues to approach the pre-recession rate of 4.7 percent, the labor force participation rate (the percent of the working age population that is employed or actively looking for work) dropped slightly by 0.3 percent between 2013 and 2014. This occurred because the labor force did not grow as quickly as the working age population. In addition, average hourly earnings increased slightly (by about 1 percent) from \$28.15 per hour in 2013 to \$28.44 per hour in 2014. This is

the first time that Washington workers have experienced an increase in average hourly wages since 2010.

Washingtonians spend more on retail goods, less on gasoline during 2014

Statewide taxable retail sales increased 4.8 percent when comparing 2014 to 2013. Taxable retail sales can be an indicator of consumers' confidence in the economy, as people tend to spend more when they believe that the economy is improving.

Consumers may have spent more in 2014 because they were saving money at the gas pump. Real (inflation-adjusted) gas prices in Washington dropped 3.9 percent, from \$3.70 per gallon in 2013 to \$3.56 per gallon in 2014. This was the lowest price since 2010, when gas was \$3.27 per gallon.

Driving age population and passenger vehicle registrations increase in 2014

Washington's driving age population (16 years and older) grew 1.4 percent between 2013 and 2014, from 5.48 million to 5.55 million people, slightly more than the overall statewide population growth of 1.2 percent. In addition, passenger vehicle registrations increased 4 percent, from 4.44 million in 2013 to 4.62 million in 2014. Vehicle registrations provide an indication of demand placed on the transportation system.

Contributor Alison Wallingford

Washington's economic indicators show improving conditions 2012 through 2014; All data for calendar years

Indicator	2012	2013	2014	% change - 2012 to 2014	% change - 2013 to 2014	Trend	Desired trend ¹
Employment (millions of non-farm workers)	2.92	2.99	3.08	5.2%	2.8%	↑	↑
Highway, street and bridge construction employment ²	303,650	299,040	305,740	0.7%	2.2%	↑	↑
Unemployment rate	8.1%	7.0%	6.2%	-1.9%	-0.8%	↓	↓
Taxable retail sales ³ (billions of dollars)	\$112.4	\$119.1	\$124.8	11.0%	4.8%	↑	↑
Gasoline price per gallon ³	\$3.95	\$3.70	\$3.56	-10.0%	-3.9%	↓	↓
Driving age population (16 years and older, in millions)	5.42	5.48	5.55	2.5%	1.4%	↑	N/A
Passenger vehicle registrations (millions)	4.32	4.44	4.62	6.9%	4.0%	↑	N/A

Data source: Washington State Office of Financial Management; Bureau of Labor Statistics (BLS) - Occupational Employment Statistics; BLS - Current Employment Statistics; Washington State Department of Revenue; and U.S. Energy Information Administration.

Note: 1 N/A means that indicator does not have a desired trend. 2 Data is from the Occupational Employment Survey which is conducted in May of each year. 3 Adjusted for inflation and reported in 2014 dollars.

Notable results

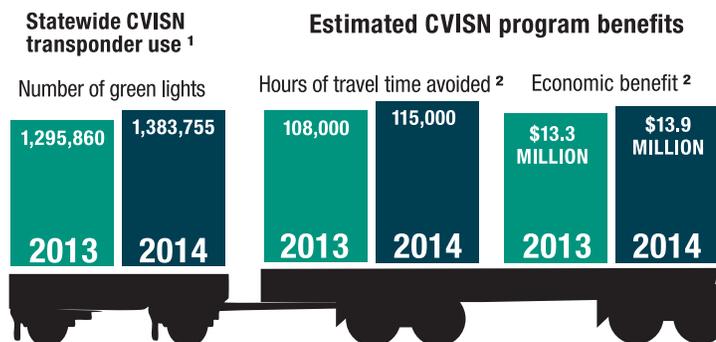
- WSDOT's electronic screening system helped the trucking industry avoid 115,000 travel hours and \$13.9 million in operating costs
- WSDOT gave commercial trucks 1.4 million "green lights" to bypass open weigh stations in 2014, beating the previous 2010 record

WSDOT saves trucking industry time, fuel, money

WSDOT gave commercial trucks equipped with Commercial Vehicle Information Systems and Networks (CVISN) transponders the green light to bypass open weigh stations 1.4 million times in 2014. These bypasses helped the trucking industry avoid an estimated 115,000 hours of travel time and saved 553,502 gallons of diesel fuel, creating roughly \$13.9 million in economic benefit. The reduced diesel use kept 12.4 million pounds of carbon dioxide, a known greenhouse gas, from being emitted. WSDOT calculates these benefits using industry standards of five minutes of avoided travel time and 0.4 gallons of fuel saved. This provides a \$10.04 economic benefit per bypass (down from \$10.28 in 2013 due to lower average diesel fuel cost). Figures for calculating emissions come from the U.S. Energy Information Administration. See [Gray Notebook 45, p. 45](#), for more on how WSDOT estimates CVISN program benefits.

WSDOT beats previous record for "green lights" given in a year

The 1.4 million "green lights" given in 2014 is roughly 7 percent more than the 1.3 million given in 2013 and beats 2010 for the most green lights recorded in a year.



Data source: WSDOT Commercial Vehicle Information Services Office.

Notes: 1 WSDOT's previous record for green lights was 1,359,740 in 2010. A truck's transponder is read multiple times when it passes multiple weigh stations. There were 2,170,019 transponder readings in 2013 and 2,315,908 in 2014. 2 Travel hours avoided and economic benefit are calculated based on industry standard values of five minutes and 0.4 gallons of fuel saved per bypass. The value per bypass was \$10.04 in 2014 down from \$10.28 in 2013 due to lower average diesel fuel prices.



Strategic Plan Goal 6: SMART TECHNOLOGY

Strategy 6.1 (Innovative Technology): Assess innovative technologies to identify tools to support operational and demand management strategies.

WSDOT's CVISN program uses multiple technologies to screen trucks nearing weigh stations including weigh-in-motion, automatic license plate readers and transponders to reduce freight travel delay and fuel use.

The number of open CVISN-equipped weigh stations affects the number of green lights given. In 2014 (as well as 2010), 10 of the 12 CVISN-equipped weigh stations were active. Both inactive stations were on southbound Interstate 5 (I-5). One near Federal Way closed in October 2010 due to the I-5/State Route 18 interchange project. The other, in Everett, was wrecked by a drunk driver in April 2011. The state patrol received funding to rebuild the weigh station and reinstall CVISN equipment. WSDOT anticipates the station will be operational in summer 2015.

Transponder sales increase in FY2014

WSDOT transponder sales continued to increase in fiscal year (FY) 2014 (July 2013 through June 2014), with 5,805 sold, roughly 19 percent more than the 4,885 sold in FY2013. Sales in FY2015 are on track to continue this upward trend. Additionally, WSDOT's estimate shows an increase in the percent of commercial vehicles moving through the state that used CVISN transponders;

39.4 percent up to 40.6 percent. To promote transponder usage, WSDOT installed signs with the toll-free number 1-888-877-8567 for WSDOT's Commercial Vehicle Services at all CVISN-equipped weigh stations. Commercial vehicle drivers can call to get a transponder application while they wait in line at a weigh station.

Contributors include Anne Ford and Bradley Bobbitt

Notable results

- WSDOT started 14 Lean projects between January and March 2015, bringing the total number of agency-wide projects to 56
- WSDOT used Lean methods to standardize construction project change request forms, decreasing processing time by 50 percent

WSDOT continues to reach out with Lean trainings

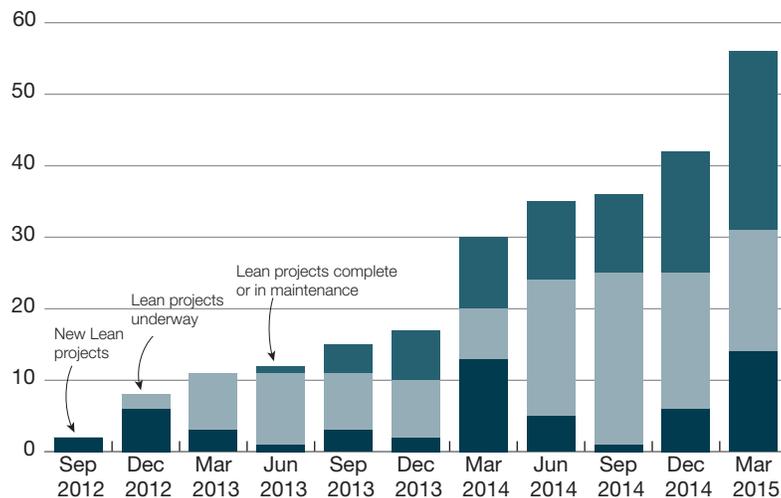
In March 2015, WSDOT trained 16 additional employees as Lean practitioners, better enabling them to facilitate improvement projects, provide basic Lean training and disseminate information to other WSDOT employees. To date, WSDOT has trained 44 Lean practitioners around the state.

Following the in-house training, WSDOT's Lean practitioners are coached throughout their Lean improvement projects. They are also equipped to provide introductory Lean curriculum and training to other WSDOT employees. During the first quarter of 2015 (January through March), WSDOT's Lean practitioners provided introductory Lean training to 257 WSDOT employees.

Number of WSDOT's Lean projects increases to 56

WSDOT started 14 new Lean projects in the first quarter of 2015, bringing the total number of Lean projects

Lean projects continue to increase at WSDOT
Project phase by calendar quarter¹ and year



Data source: Lean Process Improvement Office.

Note: 1 Calendar quarters are January - March (Mar), April - June (Jun), July - September (Sep) and October - December (Dec).

tracked by WSDOT to 56. Projects Lean practitioners will be supporting include efforts such as shrinking the backlog of files needing digital archival and improving how personal aircraft registrations are handled.

WSDOT's project change request form receives Lean overhaul

Since WSDOT's Northwest Region overhauled its design and construction project change request (PCR) form in October 2014, average form processing time dropped 50 percent from 16 days to eight. PCR form preparation time is also faster, down approximately 30 percent from three days to two. The new system has resulted in 30 percent more correct submittals, with 80 percent of forms submitted correctly the first time.

WSDOT's Northwest Region requires design and construction project teams to use PCR forms to request approval for changes in project scope, schedule and budget. In the past, project staff communicated PCRs in several ways, including verbal updates, emails, hardcopy memos and voice mails. Approximately 50 percent of requests were submitted using more than one method, resulting in duplicative forms which contributed to delays in processing and approving the requests.

WSDOT's Northwest Region team used Lean process improvement methods to reduce the time needed to process and prepare PCR forms for design and construction projects, and increase the percentage of forms submitted correctly. Using Lean tools, the team standardized the PCR form and housed it in a central online location. The online version walks staff through the form, reducing the number of incorrect submittals. The standardized format and online submittal method eliminates duplicative requests and allows for easier form tracking, processing and approval.

Lean streamlines and standardizes to get results

These changes save time and effort for the Northwest Region staff, allowing them to spend less time re-working requests and more time on value-added activities related to design and construction projects.

Lean project results have wide ranging effects, ultimately providing more value to WSDOT's employees and customers. The changes to the PCR process increases the productivity of a region, while changes in the Return to Work program help injured employees statewide. The table below shows examples of project results recently achieved through WSDOT's Lean journey.

Contributors include Amy Arnis, Jean Denslow, Dan Hiett, Julie Parker, Tim Rydholm, Ed Stevens, Anna St. Martin and Zoe Zadworny



Strategic Plan Goal 4: ORGANIZATIONAL STRENGTH

Strategy 4.1 (Workforce): Implement various strategies that foster a safe, capable, engaged and valued workforce.

WSDOT has trained 44 of the 50 planned Lean practitioners who serve as points of contact to support Lean efforts within their division or region. To date, every region and division has at least one Lean representative.

Lean projects improve WSDOT's effectiveness in meeting internal and external demands January through March 2015; Progress reported on select projects

Project, program	Changes to process	Measuring success	Results
COMPLETE: Return to Work program workload evaluation <i>Office of Human Resources and Safety</i>	<ul style="list-style-type: none"> Rearranged job tasks to create a dedicated intake employee responsible for notifying Labor and Industries (L&I) and contacting injured employees within three days of receiving an L&I claim 	<p>During the six-week trial period:</p> <ul style="list-style-type: none"> All notifications to L&I occurred within three days of receiving a claim All affected employees were contacted within three days of receiving a claim 	<p>Injured employees can be approved for medical procedures and "light-duty" activities, promoting a quicker return to work</p> <p>Costs resulting from claims such as insurance premiums are decreased for WSDOT and injured employees</p>
COMPLETE: Project change request (PCR) process <i>Northwest Region</i>	<ul style="list-style-type: none"> Created a standardized electronic PCR form to detail project scope, cost and schedule changes Standardized and centralized submittal and tracking of PCR forms Automated email reminders if approvers exceeded the three-day review time 	<p>Since October 2014:</p> <ul style="list-style-type: none"> PCR forms are submitted correctly 80 percent of the time, up from 50 percent Forms are reviewed 50 percent faster, and are processed on average within eight days. Form preparation time has decreased approximately 30 percent, from three days down to two days Duplicative requests have been eliminated 	<p>WSDOT staff are able to focus their time on more value-added activities related to design and construction projects rather than re-working requests</p>
UNDERWAY: Pavement condition data collection and processing <i>Pavement Office, Construction Division</i>	<ul style="list-style-type: none"> Changed pavement condition data processing methodology from single large batch to continuous small batch 	<ul style="list-style-type: none"> Pavement condition data is processed 19 percent faster, with more miles of pavement rated per hour 	<p>Pavement condition data is available more quickly and is more up-to-date</p> <p>WSDOT can make more informed pavement management decisions with more recent data</p>

Data sources: WSDOT Office of Human Resources and Safety, Northwest Region Project Management Services Office, Pavement Office and Lean Process Improvement Office.

Notable results

- In Federal Fiscal Year (FFY) 2014, 91% of WSDOT's completed projects met or exceeded their DBE goals
- In FFY2014, WSDOT awarded \$99.6 million to DBEs, a 33% increase since reforms began in 2013

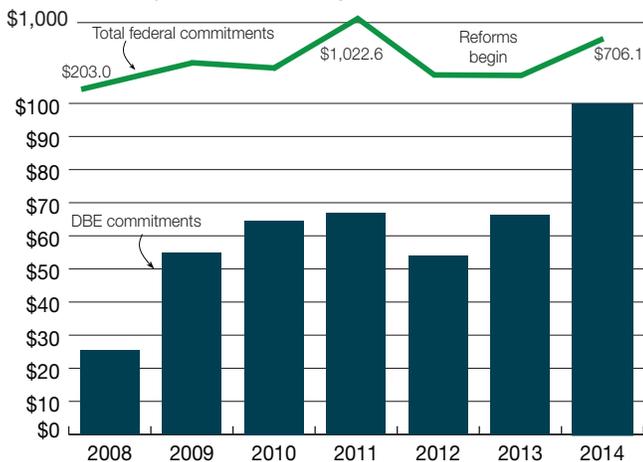
Reform efforts show growth in commitments

Since WSDOT began implementing Secretary Lynn Peterson's reforms (see [Gray Notebook 53, pp ix-x](#)), WSDOT's commitments to Disadvantaged Business Enterprises (DBEs) have risen from \$66.3 million in Federal Fiscal Year (FFY) 2013 (October 2013 through September 2014) to \$99.6 million in FFY2014, a 33 percent improvement.

The graph below shows an increase in WSDOT's DBE commitments since the reforms began in 2013. Increases occurred for all DBEs regardless of ethnicity or gender.

WSDOT attributes the increase at least in part to the completion of several DBE reform tasks designed

Growth in Disadvantaged Business Enterprise commitments follows WSDOT Reform efforts Federal fiscal years 2008 through 2014; Dollars in millions



Data source: WSDOT Office of Equal Opportunity.

Notes: The federal match of Disadvantaged Business Enterprise (DBE) participation in WSDOT projects is illustrated in the bars and the total federal dollar commitments are in the line above. Only that portion of the contract that is federally funded counts toward participation. For example, if a contract is 90 percent federally funded, only 90 percent of the DBE participation can be counted. Additional DBE participation may occur but cannot be counted toward the overall goal.

What is a Disadvantaged Business Enterprise?

The purpose of the DBE Program is to provide equal opportunities in federal aid funding contracts to businesses owned and controlled by socially and economically disadvantaged individuals. WSDOT has developed a participation plan as a guideline and procedural manual to ensure DBEs have fair and equal access to compete for contracts, subcontracts and agreements on USDOT financially assisted projects. Pursuant to 49 CFR § 26.3, the DBE Program applies to WSDOT and its sub-recipients as a condition of receipt of USDOT financial assistance (federal-aid highway funds, federal transit funds, and federal aviation funds).

to increase and broaden DBE participation. For more information about DBE Reform strategies, see [Gray Notebook 53, pp. 26-27](#).

Among reform tasks completed, WSDOT implemented a reporting application for FHWA-funded projects that incorporates best practices and reduces under-reporting of project participation. The agency also implemented strategies designed to increase engagement with and the support of the DBE community. These include starting and distributing a DBE Program Newsletter; hosting statewide DBE Opportunity Forums, and hosting DBE Program Training for internal staff and external contractors/consultants. WSDOT also has an increased presence at community and trade based organization meetings to discuss opportunities and WSDOT's commitment to the DBE Program.

WSDOT attributes some of the DBE program's improvements to increased outreach, community engagement and improved reporting from mega-projects, more aggressive DBE project goal setting, and an awarded \$200 million mega-project with a large DBE goal (State Route 520 Montlake to Evergreen Point Bridge, West Approach Bridge North).

Most completed projects meet FHWA goals

WSDOT and local agencies completed 291 projects that are at least in part funded by the Federal Highway Administration (FHWA) in FFY2014. Of these, 171 projects (or 59 percent) had enough sub-contractable work and enough Disadvantaged Business Enterprise (DBE) firms certified to do the work to require DBE goals. See [Gray Notebook 53, p. 25](#) for information on how goals are set.

Of the 171 projects with DBE goals, 156 (91 percent) met or exceeded the goal, and 15 projects (9 percent) did not. The primary reason WSDOT did not meet goals on the 15 projects is due to quantity under-runs, which occur when less work was available than what is contained in the engineer's estimate. For example, this may occur with erosion control work as it can be dependent upon the weather. If inclement weather doesn't occur and a DBE was named on a contract to perform the erosion control work that didn't materialize, there could be a quantity under-run impacting the goal.

Disadvantaged Business Enterprise goals are established to ensure that firms owned and operated by disadvantaged individuals have an equal opportunity to obtain and perform on contracts and to ensure non-discrimination, remove barriers to competition and create a level playing field for DBEs.



WSDOT and local agency staff attend DBE and civil rights program training. More than 600 were trained around the state.

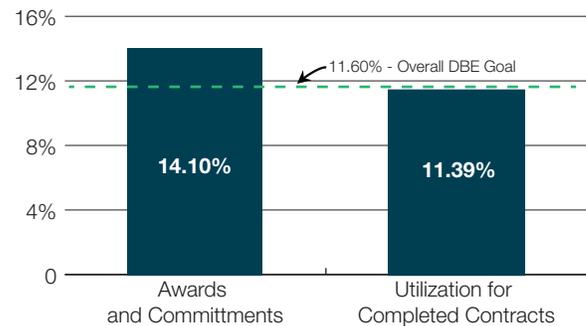
More than 600 attend DBE training

WSDOT recently performed statewide DBE and other external civil rights program training for WSDOT, local agency staff and contractors/consultants (both DBE and non-DBEs). This training was mandatory for all WSDOT employees responsible for implementing or assisting in administering the DBE program. More than 600 WSDOT and local agency staff attended these trainings.

WSDOT has also adopted performance measures for use in employee evaluations on all WSDOT staff impacting DBE program implementation.

WSDOT exceeds Disadvantaged Business Enterprise target in awards; achieves 98 percent in utilizations

Federal fiscal year 2014; Contracts awarded and committed versus completed contracts



Data source: WSDOT Office of Equal Opportunity.

Notes: This chart does not portray FFY2010 through FFY2013 data as reported in *Gray Notebook 53* because the federal rules regarding the calculation of the participation percentages changed. FFY2014 will now be used as the baseline year. Utilization for completed contracts refers to those complete in the fiscal year.

WSDOT exceeds target in awards; achieves 98 percent in DBE utilizations

Under its 11.6 percent overall DBE goal, WSDOT is exceeding its target in awards and commitments, with 14.10 percent in FFY2014. WSDOT attained 11.39 percent in utilization for completed contracts (completions) in FFY2014, missing the goal by 0.21 percentage points. The unique nature of reporting large, multi-season construction projects means that a contract award may be reported in one year with the corresponding DBE utilization (contract completion) reported in another. See [Gray Notebook 53, p. 26](#) for details on the DBE Program Disparity study that recommended the new goal, which was recently approved by the U.S. Department of Transportation. The overall program goal is typically revised every three years. The last goal was 15.17 percent, approved in FFY2012.

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Strategic Plan Goal 5: COMMUNITY ENGAGEMENT

Strategy 5.3 (Project Partnerships) - Build community relationships to reduce project costs through local partnerships and taking opportunities to combine projects with different funding sources.

In support of this strategy, WSDOT has been working toward increasing Disadvantage Business Enterprise participation in projects.

Notable results

- WSDOT's workforce is at 6,437 permanent full-time employees, 11.6% less than the peak of 7,280 in June 2010
- More than half of WSDOT's workforce was 50 years old or older in FY2014, but 77.6% of new hires were younger than 49

WSDOT workforce level declines in past year

WSDOT had 6,437 permanent full-time employees as of March 31, 2015. This is 33 fewer than the same quarter one year ago. WSDOT's current staffing level is 11.6 percent below the peak of 7,280 employed in June 2010.

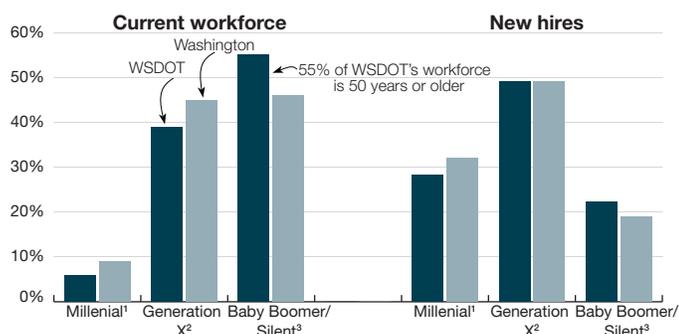
WSDOT's highway construction program workforce level was 1,866 full-time equivalent employees (FTEs) at the end of March 2015. Although up from 1,760 FTEs in December 2014, the program remains on course to meet the legislatively-mandated target of 2,000 FTEs by June 2015. This increase is due to seasonal fluctuations; winter represents the annual low point for the FTE level and summer construction season the annual high. An "FTE" may represent more than one part-time employee.

WSDOT's aging workforce transitioning with younger hires

In fiscal year (FY) 2014 (July 2013 through June 2014), more than half of WSDOT's workforce was 50 years old or older. An aging workforce will be the trend for the next decade as more Baby Boomers reach retirement eligibility.

WSDOT's generational workforce distribution set to shift

Fiscal year 2014; WSDOT permanent staff compared to statewide permanent staff



Data source: Washington State Human Resources, WSDOT Office of Human Resources and Safety. Notes: 1 "Millennial" refers to those born between 1985 and 2005 (20-29 years). 2 "Generation X" refers to those born between 1965 and 1984 (30-49 years). 3 "Baby Boomer/Silent" refers to those born before 1965 (50 years or older).

The generational distribution of WSDOT's current employees and new hires is nearing statewide trends, with the exception of the "Baby Boomer/Silent" current workforce. WSDOT's 55.2 percent in this category is almost 10 percent higher than Washington state's 46.0 percent.

The aging workforce trend for both WSDOT and Washington state will gradually be offset by a shift in the age of new hires, with the majority of hires in the "Millennial" and "Generation X" categories. In FY2014, 77.6 percent of WSDOT's new hires and 81.1 percent of hires statewide were younger than 49. For definitions of the generational categories, see the notes for the graph below left.

WSDOT's Entry Level Management course spreads benefits statewide

Since February 2014, WSDOT has conducted seven of its Entry Level Management (ELM) courses, reaching more than 140 supervisors and managers statewide. Four more classes are scheduled through September 2015, at which point 224 of the 300 originally identified supervisors and managers will have completed the ELM training. The ELM training promotes supervisory and management skills that benefit both employees and supervisors. The skills help supervisors and managers facilitate better employee work performance, foster improved communication and encourage a healthier work environment. For more information on WSDOT's leadership and management training, see [Gray Notebook 53, p. 28](#).

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Strategic Plan Goal 4: ORGANIZATIONAL STRENGTH

Strategy 4.4 (Leadership Training): Increase leadership training opportunities by partnering with established leadership programs.

WSDOT has developed an enhanced Entry Level Management course that results in more effective and efficient supervisors. To date, more than 140 WSDOT supervisors and managers have completed the training.

Notable results

- WSDOT has completed 21 Nickel and Transportation Partnership Account (TPA) projects during the 2013-2015 biennium
- WSDOT has 16 Nickel and TPA projects in the construction phase, 12 (75%) of which were advertised on time

Two Nickel, TPA projects operationally complete

WSDOT listed one Transportation Partnership Account (TPA) highway project as operationally complete in the seventh quarter (January through March 2015) of the 2013-2015 biennium. A second project, funded with Nickel revenues, was also added to the operationally complete counts this quarter, but was completed in an earlier quarter.

Operationally complete projects are open to the public, but some work items are yet to be finished. Projects reported as operationally complete this quarter include:

- Improving congestion and safety on the State Route 302/Key Peninsula Highway near Purdy; and,
- Constructing an access road between the Chamber Way and Mellen Street interchanges along Interstate 5 in Chehalis as part of a larger flood control project.

WSDOT has 21 projects operationally complete so far in the 2013-2015 biennium (July 2013 through March 2015; the biennium goes through June 2015). Of these projects, 71 percent were on time and 86 percent were on budget. Combined, the projects' current cost at completion is about \$514 million, which is approximately 7.5 percent less than the baseline estimate of \$555.7 million.

WSDOT completes 366 Nickel and TPA projects July 2003 through March 2015; Dollars in millions

Project status	Number of projects	Baseline cost at completion
Projects completed in earlier biennia that are <i>not</i> included in the current transportation budget	131	\$732.9
Projects completed that <i>are</i> included in the current transportation budget	235	\$5,434.1
Completed projects subtotal:	366	\$6,167.0
Projects included in the current transportation budget that are not yet complete	55	\$10,090.2
Total:	421	\$16,257.2¹

Data source: WSDOT Capital Program Development and Management.
 Note: Numbers have been rounded. 1 The total has changed because the previous baseline was modified for one project.

— Goal for Nickel and TPA is 90%—

366 projects complete **87%** on time **91%** on budget

Data source: WSDOT Capital Program Development and Management.
 Notes: Projects complete are cumulative since July 2003. A project is “on time” if it is operationally complete within the quarter planned in the last approved schedule, and “on budget” if the costs are within 5 percent of the last approved budget. The goal for both measures is 90 percent or higher. The cumulative percentages of projects on time and on budget does not fluctuate often due to the increasing total number of completed projects.

A total of 366 of 421 Nickel and TPA projects have been completed since July 2003, with 87 percent on time and 91 percent on budget. Projects are considered on time if they are completed within the quarter planned in the last legislatively approved schedule and on budget if the costs are within 5 percent of the last legislatively approved budget. The current cost at completion for the 366 projects is \$6.05 billion, about \$118 million less than the \$6.17 billion baseline cost at completion originally projected by WSDOT.

Nickel, TPA funding falling short of original projections

Fuel tax collections show that the revenue forecasts from 2003 and 2005, which were used to determine the project lists, did not anticipate the economic recession in projecting future growth in fuel tax revenues. The 2003 Nickel and 2005 TPA gas taxes that fund projects are based on a fixed tax rate per gallon and do not change with the price of fuel. As a result, reduced gasoline and diesel consumption leads to reduced tax revenue.

The 2003 Nickel transportation package was originally a 10-year plan, with revenues forecasted to total \$1.9 billion from 2003 through 2013. Fuel tax revenues collected during this period came in short of the original March 2003 projections. Four Nickel projects have been deferred indefinitely while other projects have continued past the original 10-year period. Fuel tax funding from the 2005 TPA package has also come up short of the original March 2005 projections. The original projection for the TPA account was \$4.9 billion over a 16-year period from 2005 through 2021.

Continued on [p. 32](#)

Nickel bonds to be sold through 2017, TPA through 2023

Continued from [p. 31](#)

The current projections through 2021 are estimated to be \$4 billion, roughly a \$1 billion reduction (19.8 percent) from the original 2005 projection. This revenue shortfall has caused nine TPA projects to be deferred indefinitely.

Nickel and TPA gas tax revenues are used to pay the debt on the bonds sold to finance the planned projects.

Once all the bonds are sold, revenues collected will be used to pay the debt. In the 2014 supplemental budget, Nickel bonds are projected to be sold through the 2015-2017 biennium and TPA bonds are expected to be sold through 2023.

Beige Page contributors include Mike Ellis, Mitzi Frick, Penny Haeger, Heather Jones, Claudia Lindahl, Tony Peterman, Charles Rosalin, Theresa Scott, Dean Walker, Joe Irwin and Zoe Zadworny

Highway construction performance summary shows about \$10.1 billion in projects remain to be completed

Current Legislative Evaluation and Accountability Program (LEAP) as of March 31, 2015; Dollars in millions

Combined Nickel and TPA programs	Number of projects	Value of program	
Subtotal of completed projects	366	\$6,167.0	
<i>Projects completed in earlier biennia that are not included in the current transportation budget</i>	131	\$732.9	
<i>Projects completed that are included in the current transportation budget</i>	235	\$5,434.1	
Projects included in the current transportation budget but not yet complete	55	\$10,090.2	
Total number of projects¹ in improvement and preservation budget	421	\$16,257.2²	
Schedule and budget summary Nickel & TPA combined: Results of completed projects in the current Legislative Transportation Budget and prior budgets.	Completed in 2013-2015 biennium budget	Total in current legislative budget	Cumulative program³
Number of projects completed	21	235	366
Percent completed early or on time	71%	85%	87%
Percent completed under or on budget	86%	93%	91%
Baseline cost at completion	\$555.7	\$5,434.1	\$6,167.0
Current cost at completion	\$514.0	\$5,318.3	\$6,048.9
Percent of total program over or under budget	7.5% under	2.1% under	1.9% under
Advertisement record: Results of projects entering into the construction phase or under construction, detailed on pp. 37-38 .	Combined Nickel & TPA		
Total current number of projects in construction phase as of March 31, 2015	16		
Percent advertised early or on time	75%		
Total number of projects advertised for construction in 2013-2015 biennium to date (July 1, 2013 through March 31, 2015)	7		
Percent advertised early or on time	43%		
Projects to be advertised: Results of projects now being advertised for construction or planned to be advertised, detailed on p. 38 .	Combined Nickel & TPA		
Total projects being advertised for construction bids April 1 through September 30, 2015	2		
Percent on-target for advertisement on schedule or early	50%		
Budget status for the 2013-2015 biennium:	WSDOT biennial budget		
Budget amount for 2013-2015 biennium	\$2,922.6		
Actual expenditures in 2013-2015 biennium to date (July 1, 2013 through March 31, 2015)	\$1,876.3		
<i>Total 2003 Transportation Funding Package (Nickel) expenditures</i>	\$205.4		
<i>Total 2005 Transportation Partnership Account (TPA) expenditures</i>	\$737.6		
<i>Total Pre-existing Funds (PEF) expenditures⁴</i>	\$933.4		

Data source: WSDOT Capital Program Development and Management.

Notes: Numbers have been rounded. 1 The project total has been updated to show "unbundled" projects which may have been previously reported in programmatic construction groupings (such as Roadside Safety Improvements or Bridges Seismic Retrofit). See [Gray Notebook 38, p. 55](#) for more details. 2 The total has changed because the previous baseline was modified for one project. 3 Cumulative projects completed from July 1, 2003 to March 31, 2015. 4 For full details of the Pre-existing Funds program, see [pp. 42-44](#).

Nickel funds support new 144-vehicle ferry, M/V Samish

Nickel cash and bond proceeds supported construction of a new 144-vehicle ferry, the Motor/Vessel (M/V) *Samish*, which was delivered in March and will start service in June 2015. It was the only Legislative Evaluation and Accountability Program (LEAP) rail or ferry project completed this quarter. WSDOT has used the 2003 and 2005 funding packages to complete 18 rail projects and 22 ferries projects since 2003.

Approximately \$524.2 million in ferries projects were funded by the Nickel, TPA and multimodal accounts. The multimodal account funded approximately \$103.3 million in rail projects. WSDOT advertised four multimodal account rail projects, with awards amounting to \$158 million. An additional new \$123 million ferry vessel, funded with Nickel cash and bond proceeds, is also currently under construction.

WSDOT finishes 18 rail construction projects since 2003

Current Legislative Evaluation and Accountability Program (LEAP) as of March 31, 2015; Dollars in millions

	2003 Nickel Package	2005 TPA Package	Combined Nickel & TPA
Schedule, scope, and budget summary: Completed projects			
Cumulative to date (July 1, 2003 through March 31, 2015)	11	7	18
Percent completed early or on time ¹	100%	100%	100%
Percent completed within scope ¹	100%	100%	100%
Percent completed under or on budget ¹	100%	100%	100%
Baseline cost at completion	\$62.4	\$41.0	\$103.3
Current cost at completion	\$62.4	\$41.0	\$103.3
Percent of total program on or under budget ¹	100%	100%	100%
Advertisement record: Projects under construction or entering construction phase			
Cumulative to date (July 1, 2003 through March 31, 2015)			
Total advertised	2	2	4
Percent advertised early or on time	100%	100%	100%
Total award amounts to date	\$130.9	\$27.1	\$158.0

Data source: WSDOT Capital Program Development and Management.

Notes: Numbers may not total 100 percent due to rounding. The rail projects are primarily delivered through master agreements with BNSF, which administers construction activities on the projects. The data above is unchanged from the previous quarter because no additional rail projects were completed. 1 Rail projects are commitments delivered by BNSF, Sound Transit, ports and operators. Master agreements between WSDOT and lead agencies become the documents that govern the delivery of the project including budget, scope and schedule. The administrative process allows for amendments enabling the projects to be delivered within the parameters of the new amended agreement (on time, and on budget).

WSDOT finishes 22 ferries construction projects since 2003

Current Legislative Evaluation and Accountability Program (LEAP) as of March 31, 2015; Dollars in millions

	2003 Nickel Package	2005 TPA Package	Combined Nickel & TPA
Schedule, scope, and budget summary: Completed projects ¹			
Cumulative to date (July 1, 2003 through March 31, 2015)	12	10	22
Percent completed early or on time ²	100%	100%	100%
Percent completed within scope ²	100%	100%	100%
Percent completed under or on budget ²	100%	100%	100%
Baseline cost at completion	\$180.7	\$343.5	\$524.2
Current cost at completion	\$180.7	\$343.5	\$524.2
Percent of total program on or under budget ²	100%	100%	100%
Advertisement record: Projects under construction or entering construction phase			
Cumulative to date (July 1, 2003 through March 31, 2015)	1	0	1
Percent advertised early or on time ²	100%	N/A	100%
Total award amounts to date	\$123.0	\$0	\$123.0

Data source: WSDOT Capital Program Development and Management.

Notes: Numbers may not total 100 percent due to rounding. 1 Ferries completed projects record includes two 144-car vessels: the Motor/Vessel (M/V) *Samish*, which will start service in June 2015, and the M/V *Tokitae*, which started service in June 2014. It also includes three 64-car vessels: the M/V *Chetzemoka*, which started service in November 2010, the M/V *Salish*, which started service in July 2011, and the M/V *Kennewick*, which started service in February 2012. 2 The Legislature funds ferry projects at a grouped-project or Budget Identification Number (BIN) level for terminals and vessels; however, the delivery of construction projects requires that each of these BIN groups be broken into sub-projects with specific scopes, budgets and schedules. The list of sub-projects is updated as the project progresses into the design phase and the budget and schedule are better defined. This process enables WSDOT to deliver the projects within the updated budget amounts and milestones (on time and on budget).

WSDOT completes two TPA and Nickel projects

WSDOT completed one Transportation Partnership Account (TPA) project in the seventh quarter of the 2013-2015 biennium (January through March 2015). A Nickel project, which was completed in August 2013 and not recorded earlier due to a reporting error, is being added to the operationally complete list this quarter.

SR 302/Key Peninsula Highway to Purdy Vicinity - Safety and Congestion (TPA) Pierce County

This TPA project addressed safety on State Route (SR) 302 near Purdy, making intersection and roadway improvements and adding turn pockets, emergency pullouts, and lane markings.

Project benefits: The wider roadway helps reduce the potential for collisions. It also improves sight distance for drivers and traffic flow.

Budget performance: The project was completed for \$4.8 million, on target with the last legislatively approved budget of \$4.8 million, and approximately \$200,000 less than the original 2005 budget of \$5 million.

Schedule performance: The project was completed in January 2015, one month later than the last legislatively approved schedule and two years later than the original schedule of January 2013.

Highlights/challenges: The project was delayed due to design work and permitting involved with replacing fish passage culverts and resolving utility conflicts, as well as right of way acquisition. Costs decreased due to a change in the project's milepost limits which reduced its scope.

I-5/Chehalis River Flood Control (Nickel) Lewis County

Part of a larger project to address Chehalis River flooding at Interstate 5 (I-5) through Chehalis, this Nickel project built a connecting road over the airport dike to support a service road between the Chamber Way and Mellen Street interchanges.

Project benefits: This new connection alleviates congestion at the Chamber Way interchange by improving access to the commercial area on the west side of I-5 from the Mellen Street interchange.

Budget performance: The project was completed for \$6.8 million, on target with the last legislatively approved budget of \$6.8 million, and approximately \$23.2 million less than the original 2003 budget of \$30 million.

Schedule performance: The project was completed in August 2013, more than a year earlier than the last approved schedule and about four years later than the original schedule of November 2009.

Highlights/challenges: This project was originally a partnership with Lewis County, the cities of Centralia and Chehalis, and the Army Corps of Engineers to design and construct a comprehensive flood control project for the Chehalis River Basin. WSDOT became involved due to the project addressing flood impacts to I-5. In 2005, with the support of local agencies, the Legislature reduced WSDOT's original contribution of \$30 million to \$2.5 million and focused only on raising and widening Airport Way on the west side of I-5. WSDOT completed construction of this connecting road in August 2013. Since 2005, the local agencies involved in the project have been undecided about whether to proceed with the Airport Road improvements, keeping that portion of the larger project on hold.

Contributors include Mike Ellis, Mitzi Frick, Penny Haeger, Theresa Scott, Joe Irwin and Zoe Zadworny

Measuring operationally complete projects

Delivery performance of completed projects is measured against the last legislatively approved schedules and budgets in accordance with criteria established by the Legislature. For this quarter, it is the 2014 transportation budget. In addition to the projects' last approved budgets and schedules, original legislative budgets and schedules are included to show changes that may have occurred during design and construction phases.

Projects are "on time" if they are operationally complete within the quarter planned in the last approved schedule, and "on budget" if the costs are within 5 percent of the last approved budget.

Nickel and TPA budgets and schedules reset whenever changes are made in the last approved legislative budget. For information on previously completed Nickel and TPA projects, visit <http://www.wsdot.wa.gov/projects/completed>.

WSDOT adds three projects to Watch List

WSDOT added three projects to its Watch List and removed six this quarter (January through March 2015). Eleven projects that were removed in December 2014 are also included in the table below but not in any of the project counts. These projects were not reported due to changes underway in processing the Watch List. As of March 31, there were seven projects remaining on the Watch List.

WSDOT maintains the Watch List to deliver on the agency's commitment to "No Surprises" reporting and continuously monitors its projects' performance to ensure issues affecting schedule or budget are brought to the attention of executives, legislators and the public. The Watch List provides information on issues that currently

affect projects, and those that have the potential to impact the schedules and budgets of projects. The Watch List helps WSDOT track these projects, providing status reports, explaining the factors affecting delivery and what WSDOT is doing to address them. Projects are removed from the Watch List when these issues are resolved.

WSDOT's Watch List projects that have been reprioritized, deferred or delayed due to funding constraints are listed separately on [p. 36](#). See [Gray Notebook 51, p. 40](#), for a list of common issues that might move a project to the Watch List. To read more about the Watch List items, visit http://www.wsdot.wa.gov/Projects/Reports/ProjectDeliveryReports_Archive.htm.

WSDOT's Watch List projects with schedule or budget concerns

Quarter ending March 31, 2015

Project (County)	Date added	Date removed	Watch List issue
US 101/2.2 miles south of Beacon Point Rd. – Emergency Slope Stabilization (Mason) ¹	Mar-2015	Mar-2015	Heavy rainfall during December 2014 caused the hillside to fail. The project is scheduled to start in summer 2015 and has been removed from the Watch List.
I-5/Northbound Collector-Distributor Over 41st Division Dr. – Special Repair (Pierce) ¹	Feb-2015	Feb-2015	The bridge was struck by an over-height load. Replacement work is planned and this project has been removed from the Watch List.
SR 4/3.1 Miles East of US 101 – Culvert Rehabilitation (Pacific) ¹	Jan-2015	Jan-2015	Emergency work is required to repair a damaged road and culvert. A contractor has been assigned, and this project has been removed from the Watch List.
SR 8/Wildcat Creek – Fish Barrier Removal (Grays Harbor) ²	Dec-2014	Dec-2014	The advertisement date has been delayed past the end of the 2013-2015 biennium to better align with WSDOT's six-year construction plan. The project has been removed from the Watch List. ³
SR 8/Middle Fork Wildcat Creek – Fish Barrier Removal (Grays Harbor) ²	Dec-2014	Dec-2014	The advertisement date has been delayed past the end of the 2013-2015 biennium to better align with WSDOT's six-year construction plan. The project has been removed from the Watch List. ³
SR 20/Granite Creek Vicinity Rock Slide (Whatcom) ²	Dec-2014	Dec-2014	Heavy rainfall from November - December 2014 caused the hillside to fail. Project construction is scheduled for January 2015 and the project has been removed from the Watch List.
SR 542/Glacier Springs (Warnick Bluff) Vicinity – Realignment (Whatcom) ²	Dec-2014	Dec-2014	Heavy rainfall from November - December 2014 caused road failure. Emergency work is required to realign the highway. Project construction is scheduled to start in February 2015 and the project has been removed from the Watch List.
SR 3/Chico Creek – Construct Weir (Kitsap) ⁴	Nov-2014	Feb-2015	The schedule has been delayed due to weir modifications. Because the operationally complete date is past the end of the 2013-2015 biennium the project has been removed from the Watch List. ³
SR 7/Ohop Vicinity Slide – Emergency Slope Stabilization (Pierce) ²	Oct-2014	Dec-2014	Emergency work is required to stabilize a slope and repair SR 7 after a landslide in March 2014. Construction has been scheduled and the project has been removed from the Watch List.
SR 161/24th St. East to Jovita – Add Lanes (Pierce)	Sep-2014		The project was completed in August and is facing a potential cost increase pending a claim from the contractor.
US 101/North of Salmon Creek Bridge – Stabilize Slope (Grays Harbor)	May-2014		Ongoing landslide movement on the side slope threatens to close US 101. The scope and schedule are at risk and continued drainage efforts are necessary.
US 12/0.8 miles West of Chapman Rd. – Erosion Protection (Lewis)	Apr-2014		The project advertisement was delayed in June 2014 due to right of way issues and will be re-advertised in spring 2015. Costs might increase depending on the extent of additional erosion that may occur before construction begins.
I-90/Easton Hill Vicinity to Kachess River Bridge Eastbound – Replace/Rehabilitate Concrete (Kittitas)	Apr-2014		Design changes for traffic control strategies delayed the project schedule and increased costs. Project advertisement was delayed to April 2015 and remains at risk.

Table continued on [p. 36](#).

Seven projects remain on WSDOT's Watch List

Table continued from [p. 35](#).

Project (County)	Date added	Date removed	Watch List issue
US 101/Hoquiam River – Simpson Ave. Bridge – Bridge Painting (Grays Harbor)	Apr-2014	Mar-2015	Federal approval affecting Coast Guard commercial vessel identification rules was received, ending project delays. The project went to advertisement in February 2015, and has been removed from the Watch List.
SR 20/Race Rd. to Jacobs Rd. – Safety Improvements – Phase 2 (Island)	Dec-2013		The project advertisement was delayed in December 2014 due to difficulties with environmental permits and right of way acquisition. The advertisement date remains at risk because of property purchasing issues.
SR 99/South King St. Vicinity to Roy St. – Viaduct Replacement (King)	Dec-2013		The tunnel boring machine's progress has been halted since December 2013 and repairs are underway. The machine's restart is anticipated in August 2015.
SR 99/George Washington Bridge – Painting (King)	Dec-2013	Mar-2015	The schedule has been delayed to provide WSDOT time to examine the bridge to determine whether additional repairs are required due to difficulties purchasing property. Stage One went to advertisement in March 2015 and the project has been removed from the Watch List.
I-5/Portland Ave. to Port of Tacoma Rd. – Southbound HOV (Pierce) ²	Oct-2013	Dec-2014	Project construction has been further delayed to May 2017, and the project cost estimate increased. This project has been removed from the Watch List.
I-90/Snowshed to Keechelus Dam Phase 1C – Replace Snowshed and Add Lanes (Kittitas) ²	Sep-2013	Dec-2014	Contractor schedule issues have been resolved, and this project has been removed from the Watch List.
SR 3/Belfair Area – Widening and Safety Improvements (Mason)	Feb-2013		The schedule continues to be delayed due to communications utility relocations. The project estimate has increased due to additional design and construction costs.

WSDOT Watch List projects reprioritized, deferred or delayed due to funding constraints

Quarter ending March 31, 2015

SR 167/SR 509 to I-5 Stage 1 – New Freeway (Pierce) ²	Dec-2014	Dec-2014	The project has been delayed until construction funding is acquired, and has been removed from the Watch List.
SR 302/Purdy Bridge – Bridge Rehabilitation (Pierce) ²	Sep-2014	Dec-2014	The project has been deferred for six years for bridge preservation funding reprioritization. The advertisement date has been delayed into a future biennium. This project has been removed from the Watch List. ³
SR 307/Dogfish Creek – Fish Barrier Removal (Kitsap) ²	Oct-2013	Dec-2014	The project has been delayed until additional funding is acquired, and is being deferred for two years to accelerate scoping and design on other projects. Project advertisement has been scheduled for December 2015, and this project has been removed from the Watch List.
SR 507/Lacamas Creek Tributary to Muck Creek – Fish Barrier Removal (Pierce) ²	Oct-2013	Dec-2014	The project has been delayed until additional funding is acquired. Construction was deferred to accelerate scoping and design on other projects. Project advertisement has been scheduled for December 2015, and this project has been removed from the Watch List.

Data sources: WSDOT Capital Program Development and Management, WSDOT Regions.

Notes: 1 Projects have been added to the Watch List during the current quarter. 2 Projects were removed from the Watch List last quarter but not reported due to changes in the processing of Watch List projects. They are not included in the number of added or removed projects for the current quarter. 3 Biennia serve as tracking mechanisms for Nickel and TPA projects. Projects may be removed from the Watch List when they are delayed into future biennia because this affects WSDOT's ability to accurately estimate schedule, scope and budget. 4 This project was previously removed from the Watch List but has been added again due to emerging issues.

WSDOT meeting Legislative goal to reduce highway construction force by June 30, 2015

As of March 31, 2015; Compared to March 31, 2014



Data source: WSDOT Capital Program Development and Management.

Notes: Highway construction full-time equivalent (FTE) counts are not just permanent full-time positions, but also include temporary hires and part-time workers. The FTE count is based on the number of hours worked. The declining number of FTEs shown above follows the Legislature's direction for WSDOT to reduce the size of its highway construction workforce to a level of 2,000 FTEs by June 30, 2015.

WSDOT continues progress on Nickel and TPA projects

Sixteen WSDOT projects in construction phase as of March 31, 2015

Nickel and Transportation Partnership Account (TPA) projects; Costs estimated at completion; Dollars in millions

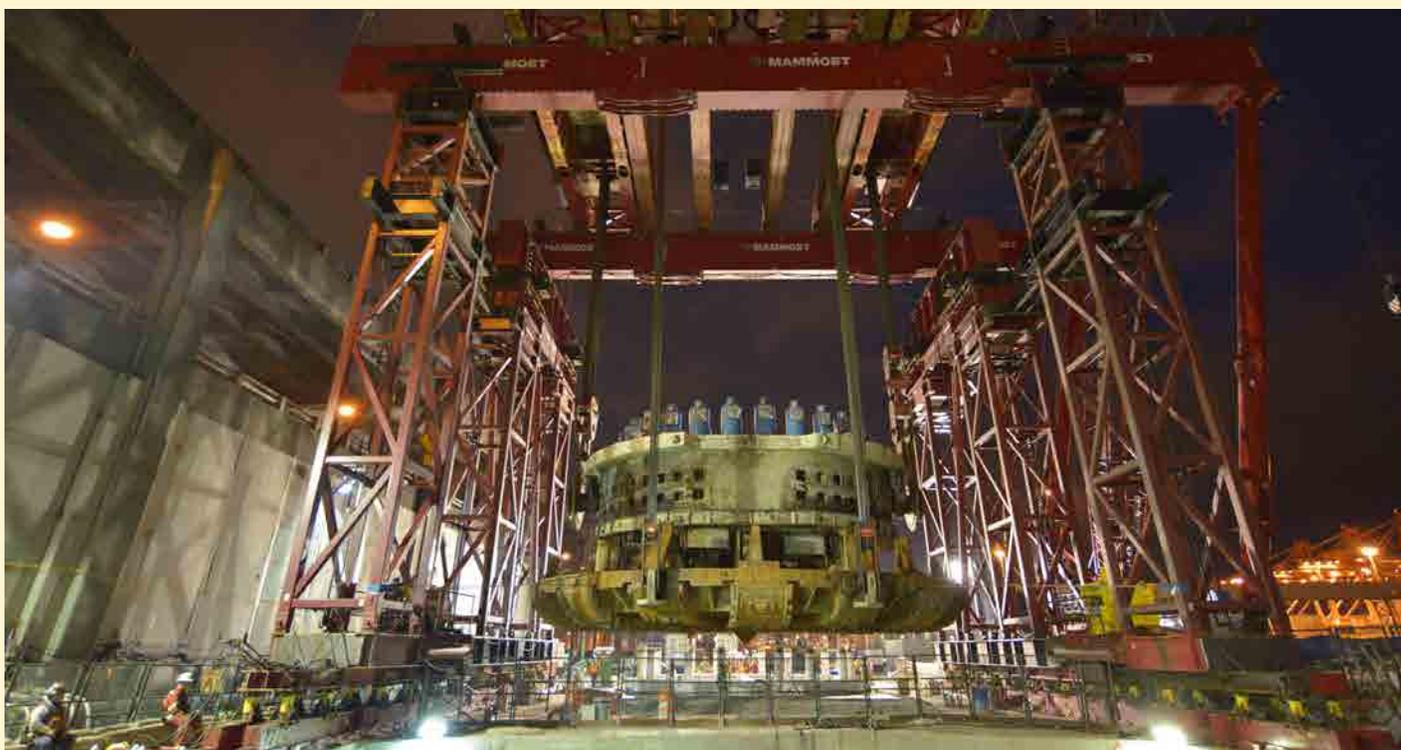
Project description Cumulative to date (County)	Fund type	On time advertised	Ad date	Contractor	Operationally complete date	Award amount
I-5 Concrete Rehabilitation Program (King) Multiple contractors continue to work on this project.	Nickel	√	Jul-2009	Multiple contractors	May-2023	\$9.8
SR 99/Alaskan Way Viaduct – Replacement (King) This project replaces an aging viaduct with a new viaduct on the south end and adds a tunnel in downtown Seattle. WSDOT is funding or leading 30 contracts or projects as part of the viaduct replacement effort. Active Nickel/TPA projects are shown below:						
• SR 99/South King Street Vicinity to Roy Street – Viaduct Replacement	Nickel/ TPA	√	May-2010	Seattle Tunnel Partners	TBD	\$1,089.7
			Oct-2013	Guy F. Atkinson Construction	TBD	\$41.6
This subproject has several contract components; the bored tunnel, north and south access connections and associated work. The tunnel boring machine is undergoing repairs. The schedule for this project changes frequently and WSDOT cannot verify the contractor's schedule at this time.						
US 395/North Spokane Corridor (NSC) – Design and Right of Way – New Alignment (Spokane) The US 395/North Spokane Corridor project is ongoing and several phases still require funding.	Nickel/ TPA					
I-5/Mellen Street Interchange to Grand Mound Interchange – Add Lanes (Thurston, Lewis)	TPA					
• I-5/Mellen Street to Blakeslee Junction – Add Lanes, Interchange Improvements	TPA	√	Mar-2012	Cascade Bridge	Dec-2015	\$21.6
The operationally complete date was delayed due to schedule adjustments needed for complex traffic revisions, demolitions, repairs and painting of nearby bridges.						
• I-5/Mellen Street Interchange – Interchange Improvements	TPA	√	Combined with project above for construction efficiencies.			
SR 502/I-5 to Battle Ground – Add Lanes – Stage 2 (Clark)	TPA	√	Jan-2014	Rotschy	Oct-2016	\$27.5
SR 162/Puyallup River Bridge - Replace Bridge	TPA	Late	Nov-2014	Selby Bridge Company	Nov-2015	\$5.5
SR 6/Rock Creek Bridge East – Replace Bridge (Lewis) Advertisement was delayed to address permitting issues with several agencies.	TPA	Late	Dec-2013	Scarsella Bros.	Sep-2015	\$6.9
SR 6/Rock Creek Bridge West – Replace Bridge (Lewis)	TPA	Late	Dec-2013	Scarsella Bros.	Sep-2015	\$4.7
I-90/Concrete Rehabilitation						
• I-90/Oakes Avenue Interchange to Peoh Road Bridge Vicinity Westbound - Replace/Rehabilitate Concrete (Kittitas)	Nickel	√	Mar-2015	Award Pending	Nov-2016	Pending
I-405/Kirkland Vicinity, Stage 2 – Widening (Snohomish, King)	Nickel/ TPA					
• I-405/SR 520 to SR 522 – Widening Stage 2	Nickel	Early	Nov-2010	Gary Merlino Construction	Dec-2015	\$10.7
SR 520/Bridge Replacement and HOV (King)	TPA					
• SR 520/Pontoon Construction (Grays Harbor, Pierce) Portions of this project are now in construction, but were not previously captured in <i>Gray Notebook</i> "Projects to be advertised" tables.	TPA	√	Aug-2009	Kiewit-General, A Joint Venture	May-2015	\$367.3
• SR 520/I-5 to Medina – Evergreen Point Floating Bridge and Landings	TPA	√	Dec-2010	Kiewit-General, A Joint Venture	Apr-2015	\$586.6
I-205/Mill Plain Interchange to Northeast 18th Street – Build Interchange – Stage 2	TPA		Aug-2014	Cascade Bridge	Dec-2016	\$24.3

Table continued on [p. 38](#)

WSDOT continues progress on Nickel and TPA projects, *continued*

Project description Cumulative to date (County)	Fund type	On time advertised	Ad date	Contractor	Operationally complete date	Award amount
SR 167/8th Street East Vicinity to S 277th Street Vicinity – Southbound Managed Lane	TPA	√	Aug-2014	Guy F. Atkinson Construction	Jun-2017	\$53.9
SR 167/SR 18 Interchange West-North Ramp North-East Ramp Overcrossing – Seismic Retrofit	TPA	√		Combined with project above for efficiencies.		
I-5/Tacoma HOV Improvements (Pierce)	Nickel/ TPA					
• I-5/M Street to Portland Avenue – Add HOV Lanes	Nickel	√	Mar-2014	Mid-Mountain Contractors	Feb-2017	\$1.7
I-90/Snoqualmie Pass East – Hyak to Keechelus Dam – Corridor Improvement (Kittitas)	TPA					
• I-90/Snowshed to Keechelus Dam Phase 1C – Replace Snowshed and Add Lanes	TPA	Late	Apr-2011	Guy F. Atkinson Construction	Oct-2017	\$177.1

Advertisement was delayed to address fire and safety issues with the original snowshed design, resulting in long-term savings.
Data source: WSDOT Capital Program Development and Management.



Bertha, the State Route 99 tunnel boring machine, gets a face lift in March 2015 as its 2,000-ton front end is removed by the world's largest crane near Seattle's waterfront. The machine stalled underground in December 2013 and crews have since removed sections, brought them to the surface and are working to repair them so the tunnel work can resume in August. Time-lapse videos of the lift can be viewed at <https://www.youtube.com/watch?v=JMaKHDjfkw>.

Two projects to be advertised between April 1 and September 30, 2015

Nickel and Transportation Partnership Account (TPA) projects planned to be advertised; Dollars in millions

Project description	Fund type	Baseline planned ad date	Current planned ad date	On schedule	Baseline estimated cost at completion	Current estimated cost at completion
SR 3/Belfair Area – Widening and Safety Improvements	TPA	Feb-2015	Apr-2015		\$19.3	\$20.4
SR 522/Lyon Creek – Fish Passage	TPA	May-2015	May-2015	√	\$1.6	\$1.6

Data source: WSDOT Capital Program Development and Management.

WSDOT finishes 16 of 21 Nickel, TPA projects on time

Biennial summary: 21 projects completed so far in 2013-2015 biennium

Nickel and Transportation Partnership Account (TPA) projects; Costs estimated at completion; Dollars in millions

Cumulative to date	Fund type	On time advertised	On time completed	Within scope	Baseline estimated cost	Current estimated cost	On-budget completed
Current quarter reporting on capital project delivery							
2013-2015 biennium summary¹ This information is updated quarterly throughout the biennium.	6 Nickel 15 TPA	16 on time 5 late	15 on time 6 late	21	\$555.7	\$514.0	18 on budget 3 over budget
Earlier reporting on capital project delivery							
2011-2013 biennium summary See Gray Notebook 50, p. 31 .	5 Nickel 36 ¹ TPA	31 ¹ on time 10 late	32 ¹ on time 9 late	41 ¹	\$1,485.5 ¹	\$1,459.6 ¹	37 ¹ on budget 4 over budget
2009-2011 biennium summary² See Gray Notebook 42, p. 45 .	16 Nickel 74 TPA	73 on time 17 late	80 on time 10 late	90	\$1,641.6	\$1,597.0	85 on budget 5 over budget
2007-2009 biennium summary See Gray Notebook 34, p. 58 .	42 Nickel 69 TPA	91 on time 20 late	96 on time 15 late	111	\$1,685.7	\$1,685.2	102 on budget 9 over budget
2005-2007 biennium summary See Gray Notebook 26, p. 5 .	52 Nickel 24 TPA	71 on time 5 late	68 on time 8 late	76	\$673.9	\$668.8	67 on budget 9 over budget
2003-2005 biennium summary See Gray Notebook 19, p. 5 .	27 Nickel	25 on time 2 late	27 on time 0 late	27	\$124.6	\$124.4	25 on budget 2 over budget

Data source: WSDOT Capital Program Development and Management.

Notes: 1 The number of projects has been updated since *Gray Notebook 51* to reflect the addition of a completed project that was reported after the biennium. 2 In *Gray Notebooks* published before the 2009-2011 biennium, WSDOT used a project count of 391 combined Nickel and TPA projects for project completion data. In conjunction with the 2009-2011 biennium wrap-up, the tables were reorganized to present the completed information for the current project count of 421. In the revised count, several projects that were developed as part of larger programs, like bridge, rail, and roadside safety, were included in the new count though they had been completed earlier. Dollars amounts are rounded up. Prior *Gray Notebooks* may be accessed at http://www.wsdot.wa.gov/Accountability/GrayNotebook/gnb_archives.htm.

WSDOT adds two projects to cumulative Nickel and TPA list of completed projects

January through March 2015, Nickel and Transportation Partnership Account (TPA) projects; Dollars in millions

Project description	Fund type	Advertised on time	Completed on time ¹	Baseline estimated cost	Current estimated cost at completion	On budget ¹
SR 302/Key Peninsula Highway to Purdy Vicinity – Safety and Congestion	TPA	√	√	\$5.0	\$4.7	√
I-5/Chehalis River Flood Control ²	Nickel	√	√	\$6.8	\$6.8	√

Data source: WSDOT Capital Program Development and Management.

Notes: 1 A project is “on time” if it is operationally complete within the quarter planned in the last approved schedule, and “on budget” if the costs are within 5 percent of the last approved budget. Numbers may not match those on [p. 34](#) due to different reporting periods and baselines being used.

2 This project was completed in a previous quarter and was not included in the *Gray Notebook* earlier due to a reporting error.

WSDOT delivers 113 Nickel highway projects

The performance summaries below and those on [p. 41](#) provide status reports on WSDOT's delivery of the Nickel and Transportation Partnership Account (TPA) programs compared to the original legislative funding packages presented in the 2003 and 2005 Legislative Evaluation and Accountability Program (LEAP) lists.

The Legislature has approved changes to these funding packages and assigned funds to different projects since these two funding packages were created. As a result, the data listed below and on the next page show the original LEAP, which differs from the current legislative budgets on [pp. 32-33](#).

The 2003 and 2005 tables feature budget items including pre-construction and environmental studies that were in the original funding packages. The original LEAP tables do not include projects that cities, counties and tribes collaborate on with WSDOT to complete.

These tables show the total number of projects and the percentage of projects that are complete, underway, scheduled to start, or affected by a legislatively approved change of project scope. They also give budget updates showing original planned budgets and the current plan or actual expenditure, breaking out programs by category: highways, ferries and rail.

WSDOT project delivery and budget update: Original 2003 Transportation Funding Package (Nickel) As of March 31, 2015; Dollars in millions

Project delivery update	Total program		Highways		Ferries		Rail	
	Number of projects	Percent of total	Number of projects	Percent of program	Number of projects	Percent of program	Number of projects	Percent of program
Project number and phase	156		127		5		24	
Completed projects	129	83%	113	89%	2	40%	14	58%
Total projects underway	14	9%	11	9%	2	40%	1	4%
<i>In pre-construction phase</i>	4		3		1		0	
<i>In construction phase</i>	10		8		1		1	
Projects starting in the future	1	1%	0	0%	0	0%	1	4%
Projects deferred or deleted from program	12	8%	3	2%	1	20%	8	33%
<i>Number of legislatively-approved scope changes</i>	20		18		0		2	
<i>Pre-construction starts within six months</i>	0		0		0		0	
<i>Construction starts within six months</i>	0		0		0		0	

Data source: WSDOT Capital Program Development and Management.

Notes: Totals do not include projects that cities, counties and tribes collaborate on with WSDOT to complete. Percents may not equal 100 percent due to rounding.

Project budget update	Total program		Highways		Ferries		Rail	
	Budget	Percent of total	Budget	Percent of program	Budget	Percent of program	Budget	Percent of program
Total original legislative planned budget	\$3,887.5		\$3,380.1		\$297.9		\$209.5	
Original plan, 2003 through 2011-2013 biennium	\$3,887.5	100%	\$3,380.1	100%	\$297.9	100%	\$209.5	100%
Actual expenditures, 2003 through 2011-2013 biennium	\$3,700.8	95%	\$3,297.7	98%	\$271.6	91%	\$131.5	63%
Original plan through 2013-2015 biennium	\$3,887.5	100%	\$3,380.1	100%	\$297.9	100%	\$209.5	100%
Current plan through 2013-2015 biennium	\$4,222.7	109% ¹	\$3,626.2	107% ¹	\$461.6	155% ¹	\$134.9	64%
Actual expenditures, 2003 through March 31, 2015	\$4,038.5	104% ¹	\$3,503.1	104% ¹	\$402.5	135% ¹	\$132.8	63%

Data source: WSDOT Capital Program Development and Management.

Notes: 1 The Legislature added \$130 million for construction of a second 144-vehicle ferry for the WSDOT Ferries Division and for highway construction during the first quarter (July through September) of the 2013-2015 biennium. These funds put Ferries above its original funding level and will result in continued over-performance by this program. Expenditures are Nickel funds only. Totals do not include projects that cities, counties and tribes collaborate on with WSDOT to complete.

WSDOT completes 184 TPA highway projects

WSDOT project delivery and budget update: Original 2005 Transportation Partnership Account (TPA)
As of March 31, 2015; Dollars in millions

Project delivery update	Total program		Highways		Ferries		Rail	
	Number of projects	Percent of total	Number of projects	Percent of program	Number of projects	Percent of program	Number of projects	Percent of program
Project number and phase	248		229		4		15	
Completed projects	193	78%	184	80%	1		8	53%
Total projects underway	35	14%	31	14%	1	25%	3	20%
<i>In pre-construction phase</i>	11		10		0		1	
<i>In construction phase</i>	23		21		0		2	
Projects starting in the future	6	2%	2	1%	1	25%	3	20%
Projects deferred or deleted from program	15	6%	12	5%	2	50%	1	7%
<i>Number of legislatively-approved scope changes</i>	23		23		0		0	
<i>Pre-construction starts within six months</i>	2		2		0		0	
<i>Construction starts within six months</i>	1		1		0		0	

Data source: WSDOT Capital Program Development and Management.

Notes: Totals do not include projects that cities, counties and tribes collaborate on with WSDOT to complete. Percents may not equal 100 percent due to rounding. Since the Transportation Partnership Account (TPA) program was passed in 2005, the Legislature has approved changes to WSDOT Ferries Division's construction program so that the current budget does not match the original budget. Among the changes, TPA funding was provided for the 64-car ferries. For definitions about terminology used in Original LEAP, see [Gray Notebook 53, p. 40](#).

Project budget update	Total program		Highways		Ferries		Rail	
	Budget	Percent of total	Budget	Percent of program	Budget	Percent of program	Budget	Percent of program
Total original legislative planned budget	\$6,982.1		\$6,678.5		\$185.4		\$118.3	
Original plan, 2005 through 2011-2013 biennium	\$4,084.8	59%	\$3,886.3	58%	\$87.7	47%	\$110.9	94%
Actual expenditures, 2005 through 2011-2013 biennium	\$3,804.3	54%	\$3,656.2	55%	\$77.0	42%	\$71.1	60%
Original plan through 2013-2015 biennium	\$5,641.4	81%	\$5,386.8	81%	\$136.3	74%	\$118.3	100%
Current plan through 2013-2015 biennium	\$5,165.5	74%	\$5,004.7	75%	\$79.8	43%	\$81.0	69%
Actual expenditures, 2005 through March 31, 2015	\$4,548.8	65%	\$4,399.7	66%	\$77.1	42%	\$72.0	61%

Data source: WSDOT Capital Program Development and Management.

Notes: Expenditures are TPA funds only. Totals do not include projects that cities, counties and tribes collaborate on with WSDOT to complete.

WSDOT reporting change orders costing \$500,000 or more online

During the quarter ending March 31, 2015, WSDOT approved five change orders costing \$500,000 or more. These change orders totaled approximately \$8.4 million with the majority — \$7.3 million — addressing additional electrical work on the State Route 99 Bored Tunnel Alternative Design, as well as compensation for delays due to archaeological investigation of the access pit and labor disruptions.

After an extensive review, which can involve subject matter experts, contract specialists, and other outside stakeholders, WSDOT must sometimes change its engineers' original plans and specifications in order to complete projects. When this occurs, WSDOT issues a formal modification (or change order) to the contract, containing a description of the change and details about how or if the contractor may be compensated for it. Each month, WSDOT posts all change orders estimated to cost \$500,000 or more online at <http://1.usa.gov/Sb96L8>.



WSDOT advertises 43 Pre-existing Funds projects

WSDOT advertised 43 Pre-existing Funds (PEF) projects in the seventh quarter of the 2013-2015 biennium (January through March 2015).

Of these 43 advertised projects, two were advanced from a future quarter, 11 were on time, 19 were late and 11 were due to unexpected, emergent events, like erosion protection work along State Route 105 near Washaway Beach. Three projects that were scheduled for the quarter were delayed to the eighth quarter of the current biennium, nine were deferred to a future biennium and nine were advertised in an earlier quarter. See [pp. 43-44](#) for this quarter's advertisements, and [Gray Notebook 51, p. 38](#), for full definitions of PEF terms.

The current cost to complete the 43 PEF projects advertised during the quarter was approximately \$159.3 million, about \$39.6 million (33 percent) more than the original value of \$119.7 million. The increase for the quarter is largely the results of roadway preservation

Cost to complete WSDOT's project advertisements indicates expenses lower than engineer's estimates 2013-2015 biennium (July 2013 through June 2015); Quarter ending March 31, 2015; Dollars in millions

	Number of projects	Original value	Current cost to complete
Total PEF advertisements planned 2013-2015 biennium	258	\$574.5	\$407.7
Planned advertisements through March 31, 2015	247	\$525.4	\$360.4
Actual advertisements through March 31, 2015	238	\$494.2	\$425.5

Data source: WSDOT Capital Program Development and Management.

WSDOT completes 65 percent of Pre-existing Funds project advertisements on time for biennium 2013-2015 biennium (July 2013 through June 2015)

Project status	Quarter ¹	Cumulative ²
Projects advanced ³	2	11
Projects advertised on time	11	155
Emergent projects advertised	11	36
Late projects advertised	19	36
Total projects advertised	43	238
Projects advertised early ⁴	9	11
Projects delayed within the biennium	3	54
Projects deferred out of the biennium	9	18
Projects deleted	0	6

Data source: WSDOT Capital Program Development and Management.

Notes: 1 The quarter refers to January through March 2015. 2 Cumulative refers to July 2013 through March 2015. July 1, 2013 marked the beginning of the 2013-2015 biennium. 3 Advanced includes projects that were moved up from future quarters. 4 Early includes projects from the quarter that were advertised in an earlier quarter.

projects costing more than planned due to a rebound in construction costs that are tied to the improving economy. Since the beginning of the 2013-2015 biennium there have been 238 project advertisements. The current cost to complete them is approximately \$425.5 million, about \$68.7 million (14 percent) less than the original value of \$494.2 million. In total, WSDOT has 258 PEF advertisements planned during the 2013-2015 biennium.

The current estimated cost to complete the 258 planned advertisements is \$407.7 million, about \$166.8 million (29 percent) less than the original value of \$574.5 million. This reduction is due to WSDOT deferring projects out of the 2013-2015 biennium, and tackling less expensive, but often more pressing projects first.

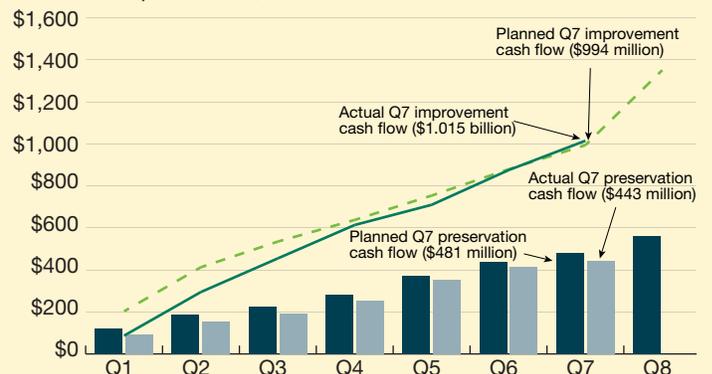
Improvement and preservation cash flows show mixed results

WSDOT planned to have \$994 million in improvement program cash flow through the seventh quarter of the 2013-2015 biennium, but had \$1.015 billion instead. This is a 2 percent increase from estimates given approximately 21 months ago. The improvement program funds projects that optimize highway capacity, enhance safety, and reduce the environmental impact of construction projects.

WSDOT planned to have \$481 million in the preservation program cash flow during the seventh quarter of the 2013-2015 biennium, but had \$443 million (8 percent less). The preservation program includes pavement, bridges and other projects that maintain the structural integrity of the existing highway system.

Contributors include Dean Walker and Joe Irwin

Preservation actual cash flow above planned levels in Pre-existing Funds, improvement cash flow lags 2013-2015 biennium; Quarter ending March 31, 2015; Planned vs. actual expenditures; Dollars in millions



Data source: WSDOT Capital Program Development and Management. Notes: Q7 refers to the seventh quarter (January through March 2015) of the 2013-2015 biennium (July 2013 through June 2015).

WSDOT advertises 11 of 43 PEF projects on time

WSDOT advertises 19 Pre-existing Funds projects late this quarter

January through March 2015

Advanced (2)

SR 303/South of William East Sutton Rd. to Silverdale Way – Paving	SR 507/Old Highway 99 to East of Water St. – Paving
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On Time (11)

SR 167/Northbound South 277th St. to Green River Bridge – Paving	US 195/Colfax to Dry Creek – Paving
US 2/Spokane County Line to SR 211 – Chip Seal	US 101/South of Mansfield Rd. to West of Shore Rd. – Paving
SR 27/Cannon St. to Manring St. – Chip Seal	SR 164/Muckleshoot Plaza to Southeast 408th St. – Paving
SR 206/Bruce Rd. to Mt. Spokane State Park – Chip Seal	SR 900/Tukwila City Limits to SR 167 – Concrete Pavement Rehabilitation
US 395/Boyds to Canada – Chip Seal	SR 501/Gee Creek Bridge Vicinity to South 56th Place – Paving
SR 518/Westbound 24th Ave. South Vicinity to I-5 Interchange Vicinity – Paving	

Emergent (11)

SR 4/3.1 Miles East of US 101 – Culvert Rehabilitation	SR 542/Glacier Springs (Warnick Bluff) Vicinity – Realignment
SR 105/North Cove to Washaway Beach Erosion Protection 2015	2015 Eastern Region Chip Seal – Design Only
SR 20/Frostad Rd. Vicinity to Sharpes Corner Vicinity – Paving	SR 509/South Normandy Rd. Vicinity to 174th Intersection – Americans with Disabilities Act (ADA) Compliance
SR 124/Old State Highway to Waitsburg – Chip Seal	SR 290/Sullivan Rd. to Idaho State Line – Paving
Eastern Region Regionwide Curve Warning Signing – Chevron Alignment	SR 164/Academy Dr. Southeast to Southeast 408th St. – ADA Compliance
SR 9/Lake Creek – Fish Passage	

Late (19)

SR 99/George Washington Bridge – Painting Project delayed to accommodate workload schedule of WSDOT bridge office.	SR 28/Quincy West – Chip Seal Project delayed to accommodate workforce balancing.
SR 20/Okanogan County Line to Republic – Chip Seal Project delayed to allow reprioritization of program funding.	SR 207/Coles Corner North – Chip Seal Project delayed to combine with another project for efficiencies.
SR 20/Tiger to Ruby Mountain – Chip Seal Project delayed to allow reprioritization of program funding.	SR 281 Spur/George Vicinity – Chip Seal Project delayed to accommodate workforce balancing.
SR 20/Ruby Mountain to Pend Oreille Mill – Chip Seal Project delayed to allow reprioritization of program funding.	SR 17/South of Othello – Left Turn Lanes Project delayed for additional design for the City of Walla Walla.
SR 21/SR 20 to Canada – Chip Seal Project delayed to allow reprioritization of program funding.	US 12/Tieton River Bridges to Naches – Chip Seal Project delayed for additional design for the City of Walla Walla.
US 101/Hoquiam River – Simpson Avenue Bridge – Bridge Painting Project delayed for completion of load rating analysis on Simpson Avenue Bridge.	US 12/Turner Rd. Vicinity to Messner Rd. Vicinity – Chip Seal Project delayed for additional design for the City of Walla Walla.
SR 410/North of Meyers Rd. East to 214th Ave. East – Paving Project delayed to avoid conflicts with other projects.	SR 14/Benton County Line to Whitcomb Island Rd. Vicinity – Chip Seal Project delayed for additional design for the City of Walla Walla.
SR 507/Tower St. and Fifth St. Vicinity – Railroad Crossing Improvements Project deferred to allow time to complete agreements.	SR 124/South Lake Rd. to Charbonneau Park Vicinity – Chip Seal Project delayed for additional design for the City of Walla Walla.
SR 507/Pearl St. and Fifth St. Vicinity – Railroad Crossing Improvements Project deferred to coordinate schedule with rail consultant.	SR 281/South of Quincy at Road 9 Northwest – Left Turn Lanes Project delayed to combine with another project for efficiencies.
SR 17/Othello Vicinity – Chip Seal Project delayed to combine with another project for efficiencies.	

Early (9)

I-90/Barker Rd. to Idaho State Line – Paving	I-5/NE 39th St. Vicinity to NE 99th St. – Paving
SR 14/Bingen to Maryhill Rd. Vicinity Including Spur – Chip Seal	SR 9/George Rd. Vicinity – Railroad Crossing Improvements
US 197/Oregon State Line to SR 14 – Chip Seal	SR 20/S Burlington Blvd. – Railroad Crossing Improvements
I-5/Vicinity Tumwater Blvd. to Gravelly Lake Dr. – Paving	US 195/Junction SR 27 to Babbit Rd. – Paving
SR 16/Vicinity Burley Olalla to SR 3 – Paving	

Continued on [p. 44](#)

Codes offer convenience

Quick Response (QR) codes accompany some *Gray Notebook* articles. Mobile devices can scan QR codes and link the reader to Web pages, providing readers access to other information related to articles found in this issue. A sampling of codes is presented here.

Gray Notebook sampling of Quick Response codes

Scan to access additional information; subject and QR codes

WSDOT website
<http://www.wsdot.wa.gov>

Gray Notebook online subject index
<http://www.wsdot.wa.gov/Accountability/GrayNotebook/SubjectIndex.htm>

Gray Notebook archives
<http://www.wsdot.wa.gov/Accountability/GrayNotebook/gnb/archives.htm>



Note: As an alternative to scanning the QR code, readers can type the hyperlink address into their Web browsers.

Pre-existing Funds continued from [p. 43](#)

Delayed (3)

SR 9/Van Zandt – Railroad Crossing Improvements

SR 524/Yew Way – Railroad Crossing Improvements

SR 99 Northbound/Gibson Rd. Vicinity to Airport Rd. Vicinity – Pedestrian Connectivity

Deferred (9)

SR 194/Almota to Goose Creek Rd. – Paving

US 12/Indian Creek Vicinity to Wildcat Creek Bridge Vicinity – Paving

US 12/East Pasco to Tank Farm Rd. – Paving

SR 124/Monument Rd./Railroad Crossing – Build Underpass

SR 904/Mullenix Rd. to Betz Rd. – Paving

SR 410/White River Bridge to Griffin Ave. – Paving

SR 8/Wildcat Creek – Fish Barrier Removal

SR 522/58th Ave. Northeast to 65th Ave. Northeast Vicinity – Paving

I-5/Southbound SR 531 Interchange Vicinity to SR 531 Southbound On-Ramp – Paving

Data source: WSDOT Capital Program Development and Management.

A guide to understanding reporting periods

Some performance measures addressed in the *Gray Notebook* (GNB) refer to calendar years and their corresponding quarters, others to state fiscal years/quarters, and still others to federal fiscal years/quarters. While an effort is made to standardize reporting periods, WSDOT programs make the determination on the best time period in which to report their data. For example, a program that receives substantial federal funds may report performance based on the federal fiscal year.

The chart below illustrates the quarters discussed in the pages of the *Gray Notebook*. GNB 57 reports quarterly performance data for January through March 2015, which is the first quarter of the calendar year (Q1 2015). This time period is also considered the third quarter of the state's current fiscal year (Q3 FY2015) as well as the second quarter of the federal fiscal year (Q2 FFY2015).

Calendar, fiscal and federal fiscal quarters

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
GNB 57			GNB 58			GNB 59			GNB 60		
Q1 2015			Q2 2015			Q3 2015			Q4 2015		
Q3 FY2015			Q4 FY2015			Q1 FY2016			Q2 FY2016		
Q2 FFY2015			Q3 FFY2015			Q4 FFY2016			Q1 FFY2016		

Notes: A calendar year begins January 1 and ends December 31. Washington state's fiscal year (FY) begins July 1 and ends June 30. The federal fiscal year (FFY) begins October 1 and ends September 30.

There is also the matter of biennial quarters. The Washington State Legislature sets a biennial budget. This issue highlights the seventh quarter of the 2013-2015 biennium. These quarters are as follows:

2013-2015 biennial quarters

Period	Biennial Quarter	Period	Biennial Quarter
July – September 2013	Q1	July – September 2014	Q5
October – December 2013	Q2	October – December 2014	Q6
January – March 2014	Q3	January – March 2015	Q7
April – June 2014	Q4	April – June 2015	Q8

Calendar year	Edition number / Date (Washington state fiscal year and quarter)			
2001	1 / Mar 31, 2001 (Q3 FY2001)	2 / Jun 30, 2001 (Q4 FY2001)	3 / Sep 30, 2001 (Q1 FY2002)	4 / Dec 31, 2001 (Q2 FY2002)
2002	5 / Mar 31, 2002 (Q3 FY2002)	6 / Jun 30, 2002 (Q4 FY2002)	7 / Sep 30, 2002 (Q1 FY2003)	8 / Dec 31, 2002 (Q2 FY2003)
2003	9 / Mar 31, 2003 (Q3 FY2003)	10 / Jun 30, 2003 (Q4 FY2003)	11 / Sep 30, 2003 (Q1 FY2004)	12 / Dec 31, 2003 (Q2 FY2004)
2004	13 / Mar 31, 2004 (Q3 FY2004)	14 / Jun 30, 2004 (Q4 FY2004)	15 / Sep 30, 2004 (Q1 FY2005)	16 / Dec 31, 2004 (Q2 FY2005)
2005	17 / Mar 31, 2005 (Q3 FY2005)	18 / Jun 30, 2005 (Q4 FY2005)	19 / Sep 30, 2005 (Q1 FY2006)	20 / Dec 31, 2005 (Q2 FY2006)
2006	21 / Mar 31, 2006 (Q3 FY2006)	22 / Jun 30, 2006 (Q4 FY2006)	23 / Sep 30, 2006 (Q1 FY2007)	24 / Dec 31, 2006 (Q2 FY2007)
2007	25 / Mar 31, 2007 (Q3 FY2007)	26 / Jun 30, 2007 (Q4 FY2007)	27 / Sep 30, 2007 (Q1 FY2008)	28 / Dec 31, 2007 (Q2 FY2008)
2008	29 / Mar 31, 2008 (Q3 FY2008)	30 / Jun 30, 2008 (Q4 FY2008)	31 / Sep 30, 2008 (Q1 FY2009)	32 / Dec 31, 2008 (Q2 FY2009)
2009	33 / Mar 31, 2009 (Q3 FY2009)	34 / Jun 30, 2009 (Q4 FY2009)	35 / Sep 30, 2009 (Q1 FY2010)	36 / Dec 31, 2009 (Q2 FY2010)
2010	37 / Mar 31, 2010 (Q3 FY2010)	38 / Jun 30, 2010 (Q4 FY2010)	39 / Sep 30, 2010 (Q1 FY2011)	40 / Dec 31, 2010 (Q2 FY2011)
2011	41 / Mar 31, 2011 (Q3 FY2011)	42 / Jun 30, 2011 (Q4 FY2011)	43 / Sep 30, 2011 (Q1 FY2012)	44 / Dec 31, 2011 (Q2 FY2012)
2012	45 / Mar 31, 2012 (Q3 FY2012)	46 / Jun 30, 2012 (Q4 FY2012)	47 / Sep 30, 2012 (Q1 FY2013)	48 / Dec 31, 2012 (Q2 FY2013)
2013	49 / Mar 31, 2013 (Q3 FY2013)	50 / Jun 30, 2013 (Q4 FY2013)	51 / Sep 30, 2013 (Q1 FY2014)	52 / Dec 31, 2013 (Q2 FY2014)
2014	53 / Mar 31, 2014 (Q3 FY2014)	54 / Jun 30, 2014 (Q4 FY2014)	55 / Sep 30, 2014 (Q1 FY2015)	56 / Dec 31, 2014 (Q2 FY2015)
2015	57 / Mar 31, 2015 (Q3 FY2015)	58 / Jun 30, 2015 (Q4 FY2015)	59 / Sep 30, 2015 (Q1 FY2016)	60 / Dec 31, 2015 (Q2 FY2016)

Gray Notebook subject index and acronym list are available online

The *Gray Notebook* subject index is online at <http://wsdot.wa.gov/Accountability/GrayNotebook/SubjectIndex>. All editions of the *Gray Notebook* are available online at http://wsdot.wa.gov/Accountability/GrayNotebook/gnb_archives. WSDOT's transportation acronym guide is also available online at <http://www.wsdot.wa.gov/reference/acronym>.

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iPhone

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