

MOUNTAINS TO SOUND GREENWAY  
**IMPLEMENTATION PLAN**

**Volume 1**



**EXECUTIVE SUMMARY AND FUNDING PLAN**



**Washington State  
Department of Transportation**



# **Executive Summary and Funding Plan**

Mountains to Sound Greenway  
Puget Sound to Elk Heights  
Interstate 90: MP 1.94 to MP 93.62



## **Volume 1** of the Mountains to Sound Greenway Implementation Plan

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CHAPTER ONE

*EXECUTIVE SUMMARY*

## **INTRODUCTION**

The Mountains To Sound Greenway Implementation Plan is the outcome of an effort on the part of the Washington State Department of Transportation (WSDOT) to help further the goals of the Greenway by providing planning support. Funding for the plan was provided by a Puget Sound Regional Council Intermodal Surface Transportation Efficiency Act (ISTEA) Surface Transportation Program (STP) grant and WSDOT matching funds, as the result of a grant application submitted by the Department. The original goal of the project was to identify future Greenway projects from six areas and to advance them through a planning or design stage, including cost estimating, to a level of detail dependent upon priority and resource requirements. The six areas are 1) continuous parallel trail system, 2) planting areas, 3) wildlife crossings, 4) scenic view points, 5) trailheads, and 6) signing. This goal was to be met by doing a preliminary route development plan (RDP), a roadside master plan (RMP), an implementation plan, and a funding plan. The first two of these documents are formal WSDOT documents and are required to set the context for the implementation plan.

During the process of developing the plan the Federal Highway Administration (FHWA) initiated a corridor management plan (CMP) process for scenic highways. The CMP is a requirement for applying for national "All American Road" status. As a result of these process changes and the opportunity to help the Greenway develop a CMP, some of the documentation for the Implementation Plan has been molded to meet CMP requirements.

## **ROUTE DEVELOPMENT PLAN**

The route development plan covers the Interstate 90 corridor from Seattle to Elk Heights, just west of Ellensburg, the area included in the Mountains to Sound Greenway. This route is the major east-west passage within the state of Washington.

### **History**

The first automobile crossed the pass in 1905. In September, 1912, State Highway Commissioner W.J. Roberts, King County Engineer James Morrison, Kittitas County Engineer Charles Jordon, and others had decided that Snoqualmie Pass should have a permanent highway. The route, completed in 1921, became known as the Sunset Highway and included highways that are now known as State Route 900 and State Route 202.

In 1940, the original Lacey V. Murrow Memorial Bridge, the first concrete-pontoon bridge in the world, was opened to traffic, linking Seattle to Mercer Island where there had only been ferry service before. When the repaired Lacey V. Murrow Memorial Bridge opened to traffic on September 12, 1993, it marked the completion of Interstate 90, a transcontinental link from Seattle to Boston.

A total of 120 km (75 miles) of Interstate 90 is designated as State Scenic and Recreational Highway. Issaquah to Elk Heights was added to the Scenic and Recreational Highway designation when the State Law defining State Scenic Routes was revised. The section of Interstate 90 included in this study lies in two WSDOT Regions, the Northwest and the South Central (east of North Bend).

## **The Highway**

### Description

Interstate 90 is a median divided highway with full access control. From the beginning of the route to Gold Creek Bridge in Kittitas County, the number of lanes vary from 5 to 8. From Gold Creek Bridge to the eastern terminus of the Mountain to Sound Greenway, it is 4 lanes except for a westbound truck climbing lane. The median widths vary from 1.2 m to 302 m (4 feet to 990 feet). In rural areas the Interstate standard for median width is 12.2 m (40 feet) for 4 lane highways and 14.6 m (48 feet) for 6 or more lanes. Standards are sometimes not met, often because of environmental constraints.

High Occupancy Vehicle (HOV) lanes for 2 or more persons have been constructed or designated along Interstate 90 from the beginning of the route in Seattle to State Route 900 in Issaquah. There are designated truck climbing lanes at two locations within the study limits, 5 km (3 miles) east of Cabin Creek Road Interchange in the eastbound direction and from the top of the Easton Hill to the bottom of the Easton Hill in the westbound direction.

Interstate standards require 19.2 m (63 feet) of right-of-way from the edge of pavement in rural areas and enough for the necessary cross sectional elements in urban areas. Right-of-way widths in the Northwest Region vary from 61 m to 526 m (200 feet to 1725 feet). In the South Central Region it varies from 49 m to 274 m (160 feet to 900 feet).

### Multi-modal Facilities

In addition to the HOV lanes already mentioned, park and ride lots exist at Mercer Island, Bellevue, Eastgate, and Preston. Numerous bus routes serve these park and ride lots, especially during the peak periods. A nearly continuous non-motorized trail connects Seattle to Issaquah. East of Issaquah bicycles are allowed on the shoulders of I-90.

### Traffic and Operations

The heaviest traffic volumes occur in the urban area from the beginning of the route to the city of Issaquah. The section with the highest traffic volume is in the vicinity of the East Mercer Way Interchange, with an average of 128,000 vehicles per day in 1993. The peak travel time occurs during the months of July and August, due to an increased amount of tourism, recreational use and cross-mountain travel. During these months, traffic volumes can reach unsatisfactory levels due to heavy peaking at specific times.

There is a significantly high volume on the first and last days of three-day weekends. During the winter months a high percentage of motorists on the highway are traveling to the ski resorts at Snoqualmie Summit, however, during these months the overall daily traffic volume is lower than the rest of the year. East of Issaquah daily volumes averaged between 20,000 and 30,000 in 1993.

For the area between I-5 and Issaquah these high volumes mean congested conditions westbound in the AM peak period and eastbound in the PM peak period during the week days. During the PM peak these conditions mean backups at many of the eastbound off-ramps. Only the eastbound off-ramp to West Easton Road operates at a PM peak hour condition that is below WSDOT standards for the section east of North Bend.

Closures of the highway due to snow occur routinely during the winter months. WSDOT Maintenance Division performs avalanche control to prevent emergency situations during these periods. Temporary closures have occurred when the snow mass and avalanche dangers cannot be removed safely.

#### Accident Analysis

For the Northwest Region between January 1, 1991 to December 31, 1992, there were 1154 reported accidents on the highway. Of these accidents there were 481 injuries and 4 fatalities. Rear-end accidents and vehicles hitting a fixed object respectively were the predominant accident types at 48% and 27% of the total accidents. The section from Issaquah Creek Bridge to SR-202 was the only location in the study area that is identified in the Department's 1994 High Accident Corridor (HAC) Report. Most of the accidents in this section were caused by exceeding safe speed and driving when the road surface was wet, icy, or snowy. The only location where the total accident and fatal accident rates exceeded the state highway average for Interstates was the location between the Issaquah Creek Bridge and SR-202.

#### **State Highway System Plan**

The WSDOT maintains a comprehensive, long-range plan called the State Highway System Plan (SHSP). The plan outlines transportation needs for the next 20 years, with the focus on maintaining, preserving, and improving the state's transportation system. The plan is made up of two components, financially constrained and unconstrained. The constrained plan is limited to funding estimated to be available during the 20 year period, based upon historic trends.

#### Mobility

Capacity needs fall in the SHSP category called mobility. For the period covered by this report, the Northwest Region portion of the plan emphasizes park and ride lot expansion

and HOV lane construction in the mobility program. Bicycle improvements also fit in this category, and the plan included a project in the Eastgate area. For the area east of the Puget Sound region, additional lanes will be needed. A design analysis by the South Central Region found that while there will be demand for 10 lanes east of the pass, it is only feasible to construct two additional lanes. Additional lanes will also be needed eastbound in the Denny Creek Bridge area, up to the summit.

In order to address needs that exceed highway solutions, it will be necessary for other modes to carry some of the demand. A plan to reopen the rail line over Stampede Pass will help by removing trucks from the highway. A 1991 WSDOT study of the state's high speed ground transportation (high speed train) needs identified the I-90 corridor from Seattle to Spokane as the second highest need. Implementation will require major public support of the capital cost. Passenger revenues could cover annual operation and maintenance costs within 12 to 15 years after start of operations, and generate a surplus from that point on, according to the study.

### Safety

Safety improvements identified in the SHSP primarily fall under two categories, High Accident Locations (HALs) and High Accident Corridors (HACs). HALs are spot locations where the highest percentage of correctable accidents occur in a WSDOT region. HALs are usually addressed with lower cost solutions, funded with set-aside funds intended for that purpose, although they sometimes require higher cost projects that must compete for funding. Thus, the HALs identified in the route development plan have largely been resolved at this time and new HALs have been identified.

HACs occur when an above average number of correctable accidents occur over a number of consecutive miles of highway. The study area contains one HAC, from the Issaquah Creek Bridge to SR 202.

### Bridges

A Functionally Obsolete (FO) bridge is a bridge that does not meet the current geometric design standards, (usually narrow shoulder widths). It is possible that some of these structures can be widened. A Structurally Deficient (SD) bridge does not meet the current structural design standards. There are 10 functionally obsolete and 7 structurally deficient bridges in the Northwest Region portion of the Greenway and 12 functionally obsolete and 8 structurally deficient bridges in the South Central Region portion.

## **ROADSIDE MASTER PLAN**

Volume #3 of the Greenway Implementation Plan is the Roadside Master Plan (RMP), an adjunct to the Route Development Plan. It addresses the portion of the WSDOT right-of-way outside the roadway and the immediate area of influence outside of right-of-way. The RMP supports the Washington Department of Transportation and Mountain to Sound Greenway Trust scenic highway and enhancement goals. The RMP provides guidance for all planning, design, construction and maintenance activities within the WSDOT right-of-way. In addition, it presents recommendations for resource management collaboration between jurisdictions outside the right-of-way.

While the viewshed extends several miles from the roadway in most locations, the WSDOT right-of-way typically extends only 30.5 m (100 feet) from the edge of pavement. Thus, a collaborative effort is key to realization of the Greenway vision. Land use planning, transportation development, design, construction and maintenance will shape the future character, environment, and livability of the Greenway. The draft MTS Greenway Concept Plan was an important source for the development of this RMP.

The Roadside Master Plan is divided into two sections. The first section contains the key WSDOT recommendations for future planning and actions to protect and enhance the scenic, recreational and historic character of the Mountains to Sound Greenway. It is designed to be a principal policy reference point for WSDOT, public and private resources planners, jurisdictions, and citizens. The second section inventories existing conditions along the Greenway corridor, with detailed analysis of problems and potential solutions. This section includes the goals of the Greenway Trust, WSDOT goals, relevant supporting laws and regulations, Scenic Byway status of I-90 and a summary of public participation in Greenway planning. This section also includes maps that pinpoint human made, natural, and proposed elements along the corridor.

### **Action Elements**

The action elements cover the fourteen areas of comprehensive planning and coordination, land use, highway facility, structures, signing, highway lighting, rest areas, trails, vegetation preservation/restoration, buffers, scenic strips, wildlife, water quality, and maintenance. These action elements stress review of project design, adaptation of maintenance procedures, and monitoring of construction projects by WSDOT to incorporate MTSGT goals. The action elements also encourage WSDOT to support the Greenway goals in its dealings with local agencies and developers.

The action elements come in three forms, actions that must be incorporated into WSDOT's day to day operations, actions that should be taken when an opportune time arises, and actions that require a proactive approach. Two typical action elements are "collaborate with jurisdictional entities to minimize impact as development occurs within the Greenway viewshed" and "place a high priority on use of vegetation and land form to integrate built forms with surrounding landscape in accord with the principals in the

Roadside Classification Plan.” The Roadside Classification Plan is a WSDOT document that establishes roadside treatment types for various land use settings and assigns a type to each section of state highway.

Some of the action elements that require the Department to take initiative include:

- Designate a coordinator familiar with the Greenway goals in landscape architecture to assist organizations coordinating designs, construction, and maintenance to reflect the MTS Greenway goals,
- Create an interdisciplinary team to establish guidelines and implement a coordinated, consistent, and uniform appearance of the visual elements compatible with the landscape character of the corridor when major highway projects are planned,
- Pursue acquisition of scenic land parcels, where warranted, to maintain the scenic quality along the corridor,
- Open and enhance views where safe,
- Screen undesirable views,
- Connect existing wildlife habitat areas across the roadway with special effort to provide significant wildlife crossings where wildlife corridors have been identified by wildlife specialists, and
- Seek funding to develop a Maintenance Plan for the Greenway to provide guidance for maintenance activities.

In total, seventeen of the action elements fall into the area of requiring initiative on the part of the Department. For this to happen, one or more mechanisms will have to be created.

### **Existing Conditions**

The inventory of existing conditions lays the baseline from which to anticipate future development and change along the Greenway and to focus on elements and factors where changes in planning, coordination, and implementation might better support the Greenway goals. The Roadside Master Plan includes three sets of maps that document all important sites.

National Scenic Byway status will be applied for by the Mountains to Sound Greenway Trust based on the scenic character, intrinsic qualities, recreational opportunities and general environmental experiences that exist along this heavily traveled route. If this designation is received, a unified and careful approach to planning and development of the corridor will result in preservation of the intrinsic qualities, higher quality of life, and economic return through the tourism industry. The route is also recognized as the American Veterans Memorial Highway. This status may have implications if veterans groups were to implement any enhancement projects. ←

The most significant element of public participation came from the Greenway planning process. Since 1991, the Greenway Trust has involved hundreds of citizens representing

a wide range of interests, from business to environmental protection, in developing specific plans for the scenic corridor. A Technical Advisory Committee met for nearly two years with continuous input from community activists, business and civic leaders and technical experts from many disciplines to develop the Greenway Concept

### **Goals For The Corridor**

The Roadside Master Plan describes two sets of goals, those for WSDOT and those for MTSGT. Those goals follow:

#### WSDOT Goals

- Provide safe, efficient, dependable and environmentally responsive transportation facilities and services,
- Promote a positive quality of life for Washington citizens,
- Enhance the economic vitality of all areas of the State, and
- Protect the natural environment and improve the built environment.

#### Mountain to Sound Greenway Trust Goals

- Preserve and restore scenic beauty along Interstate 90 and its byways. Create interconnected trails for walkers, bicyclists and equestrians,
- Help people of all ages to appreciate their place in history and understand natural systems,
- Improve access and enjoyment for families, senior citizens, and the physically challenged,
- Protect and enhance wildlife habitat and corridors,
- Preserve working farms and forests.
- Encourage communities to retain their identities and plan for sustainable employment, settlement and natural resource use,
- Preserve and enhance the scenic and recreational character of the I-90 corridor while supporting appropriate economic development, and
- Encourage cooperation between interest groups.

### **Population/urban expansion**

Both the treatment of the highway right-of-way and the adjacent land are critical to the visitor's experience. Land bordering the highway is often in demand because of easy access and visibility. A fundamental premise of Mountains to Sound Greenway planning has been that housing, commercial, and industrial development can coexist in and complement the scenic highway corridor if it is done with careful planning and design. WSDOT fully supports that premise and has developed this plan to help carry it out. As of 1996, many jurisdictions along the I-90 corridor, including King and Kittitas counties,

Issaquah, North Bend, Snoqualmie and the Snoqualmie Summit, have specifically supported the goals of the Mountains to Sound Greenway in their Comprehensive Plans.

### **Mapping of Existing Elements**

An inventory of the existing natural and human built elements along the corridor can be located on the maps included with the RMP. They include land use, landscape and roadside character, roadway, rail, rest areas, view point areas, trails and trailheads, recreational areas, wildlife corridors and proposals for expanding the wildlife area, views and potential viewsapes, potential reforested areas and Seattle Port facilities, shown in the Natural Elements Inventory Maps.

WSDOT has developed three management zones for selection and care of vegetation within the highway right-of-way. Zone One, 0 to 0.6 m (0 to 2 feet) wide along the shoulder, is vegetation-free. Zone Two is the operational zone for vehicle recovery and sight lines for signs, guide posts, lighting, etc. for motorists. Zone Two varies in width and is dependent on the design speed, and side slopes and whether a roadside protection device is installed. Grass is usually the predominant vegetation in Zone Two, although the roadside management rules do not preclude shrubs and trees, as long as they are smaller than 100 mm (4 inches) in diameter and do not obscure required sight lines (clear zones). Grass is a common choice for Zone Two because it will not grow too tall or become greater than 100 mm in diameter, is easy to maintain by mowing, can grow without irrigation, and is user friendly to maintenance workers and volunteers who pick up litter. Blending the roadside into the adjacent landscape Zone Three, the transition zone, blends and buffers the roadside with the existing preserved vegetation where possible. All vegetation layers (herbs, shrubs, or trees) are allowed in maintenance Zone Three within standard setbacks from right-of-way fencing.

Median areas, Interchanges, and adjacent right-of-way all require special treatment, depending upon safety and operational requirements. Clear zones, shading that causes ice on the road, and access to facilities such as drain pipes and electrical cabinets all impact vegetation selection and maintenance practices.

### **Built Elements**

Built elements in the Greenway can be divided into two categories, those within the highway right-of-way and those outside of it. The highway consists of the roadway itself, the shoulders, signing, lighting, structures, and other ancillary facilities. Most of the major highway related architectural elements had been built when the Greenway was formed. Thus, impacts of the Greenway on the highway are likely to be minor and incremental for some time. However, when major projects are built in the future, design concepts can then begin to be built into the corridor in a significant manner.

The built environment outside of the right-of-way is far more dynamic, with the area from Issaquah to North Bend under the most pressure from development. The developed

portion of this area is a combination of residential, retail, office, and light industrial. West of Issaquah the adjoining land is largely built out, with residential and retail predominating.

### **Existing Corridor Trails**

A significant portion of the continuous trail system along the Greenway is in place, with the John Wayne Trail being a major part of that system. Efforts are currently being focused on completing missing sections between Eastgate and North Bend and replacement of missing structures on the John Wayne Trail. When the continuous trail system is complete it will connect up with an extensive system of trails radiating out to recreational trails, especially in the area just east of Issaquah.

### **Highway Users**

The I-90 corridor is a multiple use highway for transport of goods and services, commuter travel and recreational travel. Access to amenities is a major benefit to those who support and appreciate the Greenway. One concern with developing the Greenway as a tourist attraction is that highway traffic is expected to exceed capacity in the not too distant future, especially in the hours most attractive to visitors. Therefore, planning to minimize the impacts of visitors is critical to the success of the Greenway.

## **GREENWAY PROJECTS IMPLEMENTATION PLAN**

The Greenway Projects Implementation Plan, volume four of the study, documents the analysis of six elements of the Greenway as identified by the Greenway Trust. The six elements are, scenic vistas, signing, trailheads, trails, vegetation planting, and wildlife corridors. During July of 1995 a workshop was held for public and private individuals to discuss each element in order to identify projects, and to prioritize them. The elements are summarized as follows:

1. The *Signing Plan* is a conceptual and action plan which, when implemented, will unify the various recreational and cultural sites along the Greenway by standardizing the secondary signs throughout the area. The purpose of the signing plan is threefold: to facilitate visitors getting to their destinations, to maximize safety, and to minimize the number of signs on the highway, thus enhancing the visual experience of driving the Greenway.

The extensive use of the Greenway logo on trailblazer signs will assure that all motorists are aware that they are in the Greenway. Appropriate signing of major attractions will enable visitors to follow and understand those attractions. Directions to less prominent attractions will be advertised through Greenway pamphlets and signing at the ramp terminals at each interchange access.

2. The *Issaquah Connection Trail* analyzes different ways of connecting the north side of I-90 with the south side just east of Issaquah.

One of the goals of the Mountains to Sound Greenway Trust is to create a linked network of linear trails which would allow users to travel along the Greenway from one end to the other. Several locations have major deficiencies in the network, which force users to make circuitous detours. The "missing link" just east of Issaquah was selected as the most important section to improve from a list of implementation projects.

At present, users wishing to cross Interstate 90 to access the High Point-Preston Trail have to use an informal crossing at Issaquah Creek, consisting of a deteriorated footbridge and a low-clearance (less than 2 meters) crossing under the freeway bridges. Height restrictions make the current crossing unacceptable for a permanent facility, while lack of roadway width make the ramp unusable for pedestrians and bicycles.

Building a separate bicycle/pedestrian structure, or barrier-separated facility as part of the reconstruction of the Sunset Interchange appears to be the best alternative for solving this problem. The estimated cost for this structure is \$500,000 if it is added onto a roadway structure and \$2,800,000 if it is built as a separate structure.

3. The *High Point Trailhead Trestle Repair* has already been completed. This project replaced a substandard railway trestle with a pedestrian bridge with railings just west of this trailhead.
4. The *Snoqualmie Pass Visitors' Site Study* analyzed sites in the summit area that could be used for a wayside park. Unlike a safety rest area, the wayside park would be located off the freeway and be accessible to all travelers, regardless of mode. Two sites, both transportation related historical sites, were selected to serve this function. The Traveler's Rest at Snoqualmie Summit will continue to serve as a rest area. The USFS Guard Station, a circa 1939 CCC project, will be restored to its original design and used as a visitor center.
5. The *High Point to Preston Trail* would provide a convenient path shared by pedestrians, equestrians, and bicyclists from the High Point area to the Preston area along the north side of Interstate 90. The path would follow an abandoned railway grade.

The project would extend the trail from Issaquah to Preston Road, approximately 2.4 km, following along the East Fork of Issaquah Creek. The property along the creek and highway was a Burlington Northern Railroad route at one time. The railway embankment was abandoned prior to the limited access highway being built adjacent to it. Part of the embankment has been covered by fill from the westbound off-ramp for the highway, blocking continuation of the trail.

It is recommended that the highway embankment be held back with a soldier pile wall with lagging in order to leave room for the trail and the floodplain. The trail would be 4.9 meters wide as required for a Class I Bikeway. The estimated cost of this project is \$2,826,000.

The second phase would complete the trail section that lies between the frontage road and the highway from the end of the phase 1 section to the beginning of the Preston to Snoqualmie Trail (just east of the Greenbank Farms Cheese Factory). This project would require enclosed drainage and possibly the relocation of the limited access fence toward the highway by approximately three meters.

This is a significant project not just because of the importance of completing the linear trail system but also because of the important connecting trails in the vicinity. Three trails or trail systems intersect the High Point/Preston Trail.

6. The *Silver Creek Fish Crossing Retrofit* would design the retrofit needed to allow fish to pass the highway crossing and return to the Silver Creek Basin. This project was prioritized seventh by the Mountains to Sound Greenway Trust and was not completed due to budget limits. A preliminary cost estimate includes \$6,000 to do a hydraulic analysis; the remaining work would develop plans, specifications and final estimate, and complete the construction documents at an estimated cost of \$23,600.

A possible solution to improve the fish crossing at this location would be to add baffles to the inside of the culvert to slow the velocity of the water passing through. This solution is estimated to cost \$170,000.

7. *Wildlife Crossings* were analyzed and specific sites identified for potential reflective signing. They will receive a cost/benefit analysis to determine if they are justified.

No scenic overlook projects were identified as being ready for predesign work. Planting areas were identified in the RMP for predesign but project funds did not allow for additional work. The funding plan suggests an approach for finishing this work.

CHAPTER TWO  
*FUNDING PLAN*

**INTRODUCTION**

The following plan has been developed to help guide the Mountains to Sound Greenway Trust, WSDOT, and other agencies to identify transportation funding that will help to implement projects recommended in the Mountains to Sound Greenway Implementation Plan, published by WSDOT in 1997. Among the four volumes of the Implementation Plan, Volume 3 - the Roadside Master Plan, and Volume 4 - the Implementation Plan, describe projects to advance particular goals and needs of the scenic I-90 corridor.

Most of the projects taken from the Roadside Master Plan do not include cost estimates because details such as location and design have yet to be developed. However, projects in the Implementation Plan have been analyzed and do have cost estimates.

This funding plans does not cover all MTS GT needs and the funding sources herein are limited to those that are available through government transportation grant programs and operational funding sources. However, the plan is written in such a way that the it can be used as a guide to funding sources for projects identified and developed after the completion of the plan.

**Funding**

The types of funding considered here are limited to government grants and programs. The three sources considered are the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA), the State of Washington Transportation Improvement Board (TIB), and state funding. The first two of these sources have grant and operating programs. Grant program cycles usually occur annually and require the submission of an application. Most Federal and state grant programs require that a governmental agency be the lead agency on the application, thus an organization such as the Greenway Trust needs a governmental partner to apply. Operating programs do not usually require an application but are still competitive. An example of an operating program is the WSDOT mobility program in which projects from different subcategories are assembled and given a rating, based largely on cost-benefit. The original list is built from a variety of sources, both internal and external to WSDOT.

Other sources of funds are available to the Greenway including other governmental programs, private donations, and foundation grants. It is prudent for the Greenway Trust to apply for these types of funds for projects that don't compete well in government transportation programs. These other sources can also be a useful source of matching funds for government grants.

**ISTEA GRANTS**

ISTEA created a great many opportunities for Greenway-type projects such as trails, view areas, signing, and landscaping, opportunities that did not exist before ISTEA. Prior to

ISTEA, Greenway-type projects were usually only funded as part of a major highway or transit improvement project, often as negotiated mitigation for highway construction impacts. ISTEA changed all this by creating new programs such as Enhancements, Scenic Byways, and the Regional Surface Transportation Program (STP). The latter program allowed locals, through their metropolitan planning organization, to establish the criteria for project selection. It was this program, within the Puget Sound Regional Council, that funded this plan, with matching money from WSDOT.

ISTEA was a 6-year program that began on October 1, 1991 and expired on September 30, 1997. Because Congress had not developed a new funding program by the expiration of ISTEA, they extended it for six months. However, this extension will not apply to Greenway type projects because of the time involved in project selection processes and the uncertainty of some of the programs. Instead, when a new funding bill is passed, new opportunities will become available. Because it is not known what the new funding bill will include, much of what is recommended in this plan, regarding funding, will have to be reviewed and adjusted for if required. One of the most popular proposals for the new funding bill is referred to as NEXTEA and would essentially continue ISTEA programs with little change. The analysis is based upon the assumption that NEXTEA or something similar will be passed by the Congress.

**State-wide Enhancements** - This is a subcategory of the STP funding category. Ten percent of the STP funds available to each state is set aside for enhancement projects.

Types of Projects Eligible: Ten types of projects are defined as eligible.

- Provision of facilities for pedestrians and bicycles\*,
- Acquisition of scenic easements and scenic or historic sites,
- Scenic or historic highway programs,
- Landscaping and other scenic beautification,
- Historic preservation,
- Rehabilitation and operation of historic transportation buildings, structures, or facilities (including historic railroad facilities and canals),
- Preservation of abandoned railway corridors (including conversion and use for pedestrian or bicycle trails),
- Control and removal of outdoor advertising,
- Archaeological planning and research, and
- Mitigation of water pollution due to highway runoff.

\* Purely recreational trails are excluded.

Selection (or prioritization) Criteria: Before enhancement projects are selected they are prioritized by the regional transportation planning organization (RTPO). For the portion of the Greenway in King County the Puget Sound Regional Council (PSRC) administers the process and for Kittitas County it is the Quad Counties RTPO. Each has their own prioritization criteria which are shown in Appendix A.

The prioritized lists are sent on to the state's Enhancement Advisory Committee. The state-wide prioritization process uses three criteria for its selections. Those criteria are, regional priority, statewide equity, and distribution through the 10 eligible categories.

**Funding Availability:** In federal fiscal year 1997 \$6.9 million were available for this program. At this time the future of the enhancements program is unknown, although it is not expected to be eliminated, and it is safest to assume a continuation in trends.

**Matching Funds:** Enhancement projects require a 13.5% match. Match can be in-kind services (also known as a soft match), as long as the match can be quantified and is directly related to finishing the project.

**Application Form:** A copy of the application form can be found in Appendix A.

**Who Can Apply:** Applications for enhancement grants can only be made by public agencies, thus the Greenway Trust must work with an agency if it wants to take advantage of this program. When working with a public agency to assemble an application, it is important to coordinate the effort early to assure that the agency is able to respond in a timely manner.

**When to Apply:** A letter is sent out to interested parties at the beginning of the application process. This has generally been in January.

The Enhancements program offers exceptional opportunities for many of the MTSG projects because they specifically address the project types described. The fact that the improvement is part of a scenic highway program automatically gives a project bonus points for meeting multiple criteria. As with any grant program, it is important to choose good projects because there are many more applications than funds to go around. Because bike projects are so popular and one of the selection criteria is distribution across categories, other types of projects offer significant opportunities.

### **National Scenic Byways Program**

This is an ISTEA program that provides funding specifically for scenic highways. It would be an even better source of funding for MTSG except that its annual funding level is relatively limited. In the past, the state of Washington has gotten a disproportionately large share of these funds. As other states become more competitive our share may decrease, however, our early participation in the program also means that we have, or soon will have, more corridor management plans in place than most other states.

**Types of Projects Eligible:** The areas of eligibility are as follows:

- Planning, design, and development of State scenic byway programs,

- Making safety improvements to a highway designated as a scenic byway to the extent such improvements are necessary to accommodate increased traffic and changes in the types of vehicles using the highway, due to such designation,
- Construction along the scenic byway of facilities for the use of pedestrians and bicyclists, rest areas, turnouts, highway shoulder improvements, passing lanes, overlooks, and interpretive facilities.
- Improvements to the scenic byway that will enhance access to an area for the purpose of recreation, including water-related recreation,
- Protecting historical, archaeological, and cultural resources in areas adjacent to the highways, and
- Developing and providing tourist information to the public, including interpretive information about the scenic byway.

Selection (or prioritization) Criteria: As of the 1996 round of projects, the grant priorities were:

1. Projects associated with the development of corridor management plans.
2. Projects for the planning, design, and development of State scenic byways programs.
3. Programs to which other States look to follow when establishing and designating scenic byways on an intrastate or interstate basis.
4. Projects in multi-State corridors where the States submit joint applications.

The areas of eligibility from the 1996 funding cycle are expected to continue, but will shift emphasis from planning to implementation and from all state scenic highways to those designated as "National Scenic Byways" and "All American Roads".

Funding Available: This is a nation-wide program and the amount of funding available can vary from year to year but \$14,000,000 appears to be a reasonable average.

Matching Funds: This program requires a funding match of at least 20%. This is one of many federal programs that do not allow matching funds to come from another federal source. Therefore, one of the first things that must be done when preparing an application is to secure matching funds. Matching funds can come from state and local agencies.

Application Form: The WSDOT Heritage Corridors Office in Olympia sends an application packet out to all interested parties at the beginning of each funding cycle. A copy of the most recent application form is to be found in Appendix B.

Who Can Apply: Unlike many other programs, an entity such as the Greenway can apply directly for these funds. However, the regional office of WSDOT will still administer the grant, and thus it is important to build a partnership with the office that will administer the contract, to understand the institutional requirements for spending the funds and account for administrative costs, if any.

When to Apply: The WSDOT Heritage Corridors Office in Olympia sends the application package to agencies and heritage corridor groups when a new round of funding is beginning. This has generally been at the beginning of the calendar year. The HCO has also held workshops in the past, to help applicants understand the process.

**State-wide Competitive Surface Transportation Program (STP)** - Another ISTEA program, this one is less of an opportunity for MTSFGT, but is still worth considering. The goal of this program is to fund projects and programs that develop, improve, and/or preserve an integrated transportation system that encourages multimodal choices to the public.

Types of Projects Eligible: A broad range of projects and programs are eligible for funding under this program, but the road must have a Federal functional classification higher than collector to qualify. It is a competitive program and thus a project must get enough points to rank high enough for funding. Projects that combine a range of elements and are highly leveraged would do well. Thus it is important for the Greenway to work with agencies when seeking funding from this program. Eleven types of projects are specifically defined; they are:

1. Construction, seismic retrofit, operational improvements, and 4R, including Interstate system and bridges,
2. Capital costs for transit projects eligible for FTA funding,
3. Fringe and corridor parking, carpool, vanpool, bicycle, and pedestrian facilities,
4. Highway and transit safety improvements,
5. Highway and transit research and technology transfer,
6. Capital and operating costs for traffic monitoring, management and control facilities, and programs,
7. Surface transportation planning,
8. Transportation enhancement activities including bicycle and pedestrian facilities, historic and scenic easements and facilities, and wetlands mitigation,
9. Certain Clean Air Act transportation control measures (TCMs),
10. Development and establishment of management systems,
11. Wetlands mitigation.

Selection (or prioritization) Criteria: There are eight evaluation criteria for STP projects. They are listed in order of highest weight to lowest with the weighting noted in parentheses, as follows:

1. Multimodal (25)
2. Innovation (15)
3. Mobility (15)
4. Economic Development (9)
5. Environment (9)
6. Financial (9)
7. Preservation (9)
8. Customer Sensitivity/Safety (9)

The complete text of the criteria and the scoring system is found in Appendix C.

**Funding Available:** In FFY 1997 \$30,892,648 in projects were funded. The new federal funding package may change the level of funding for this program, but once it is established, it should be relatively consistent from year to year.

**Matching Funds:** Non-motorized (trail) projects require a 20% match and other projects 13.5%.

**Application Form:** A copy of the most recent application form is found in Appendix C.

**Who Can Apply:** Public agencies may apply, thus the MTS GT must find public partners to compete for these funds.

**When to Apply:** The application period usually occurs at the first of the calendar year. There could be a competitive cycle in the latter half of 1998, depending upon the passage of the next Federal funding bill and local sentiment.

### **Regional STP & Congestion Management Air Quality (CMAQ)**

Regional STP is also an ISTEA program and comes from the same source as the state-wide STP. Funds are divided up by region (RTPO). CMAQ is another ISTEA program and is available to three of the state's metropolitan areas, with central Puget Sound (PSRC) being one of them.

**Types of Projects Eligible:** The same types of projects are eligible under regional STP as are eligible under state-wide STP. CMAQ projects must improve air quality. As a result, fewer uses are eligible for CMAQ funds.

**Selection (or prioritization) Criteria:** Each of the RTPOs has its own selection criteria. Because of the small size of the grant amount available in the Quad County RTPO, the discussion for this program will center on the Puget Sound Regional Council (PSRC). PSRC uses six criteria, accessibility/urban form, economic vitality, mobility/system performance, SOV reduction, air quality benefit, and preservation of the roadway. These criteria and a detailed description are contained in Appendix D.

**Funding Available:** The RTPOs are given an allotment of the Federal funding bill each year and may obligate multiple years at a time. The funds for the PSRC are further divided into subprograms that address other issues such as air quality, making it difficult to relate allocated funds to eligible funds at any particular time. However, PSRC also has a policy to program 10% of its regional STP and CMAQ funds to enhancement projects, which represents an intent to supplement the minimum state-wide 10% of STP to enhancements. This allocation occurs within the PSRC regional STP competitive process only.

Matching Funds: A 13.5% for all projects.

Application Form: The application form is found in Appendix D.

Who Can Apply: Public agencies in King, Kitsap, Pierce, and Snohomish counties.

When to Apply: The competitive cycle usually occurs in the first three months of the year, but may vary.

### **National Recreational Trails Fund**

Types of Projects Eligible: This fund is managed by the Interagency Committee for Outside Recreation. Each year areas of emphasis are chosen. Recently the projects given highest priority have been of the maintenance type.

Selection (or prioritization) Criteria: The criteria for the 1997 round of competition were:

1. Maintenance or repair of recreation trails, including maintenance of trails across snow
2. Restoration of areas damaged by uses of recreational trails
3. Improvement or development of trail-head facilities primarily for winter and water trail uses.

Additional factors of importance are:

- Project elements or features which facilitate the access to and use of the trails by persons of disabilities are eligible for funding consideration, and
- Applicants are encouraged to submit proposals which address trails or trail uses in semi-primitive, "backcountry", or non-urban settings.

A copy of the prioritization point system for selecting the projects is found in Appendix E.

Funding Available: Projects for 1998 will compete for \$135,000, about half of the normal allocation.

Matching Funds: A match of 50% is required, but soft matches such as labor and materials are acceptable.

Application Form: The application form is shown in Appendix E.

Who Can Apply: Public agencies and non-profits can apply.

When to Apply: In the past the application cycle has occurred in August but may be moved to the first part of the year.

**WSDOT FUNDED PROGRAMS****Improvement Projects**

Types of Projects Eligible: The improvement program consists of investments needed to address identified deficiencies on the state highway system to improve mobility, safety, support for the economy, and protection of the environment.

Selection (or prioritization) Criteria: Priority programming considers the following twelve factors:

- a) support for the state's economy including job creation and job preservation;
- b) the cost-effective movement of people and goods;
- c) accident and accident risk reduction;
- d) protection of the state's natural environment;
- e) continuity and systematic development of the highway transportation network;
- f) consistency with local comprehensive plans developed under chapter 47.80 RCW;
- g) consistency with regional transportation plans developed under chapter 47.80 RCW;
- h) public views concerning proposed improvements;
- i) the conservation of energy resources;
- j) feasibility of financing the full proposed improvement;
- k) commitments established in previous legislative sessions;
- l) relative costs and benefits of candidate programs;

The project prioritization formula and details of the cost/benefit calculations are shown in Appendix F.

Funding Available: The amount of funding available for the Improvement Program varies from biennium to biennium based upon decisions made by the State Legislature. The Improvement Program is the lowest priority after Maintenance, Preservation, and Traffic Operations. The WDOT Northwest Region share of these funds for the 1997 - 99 biennium is: Mobility - \$213,000,000; Safety - \$29,000,000; Economic Initiatives - \$39,000,000; and Environmental - \$300,000. Unless there is new revenue from the legislature, Safety is the only program that is expected to get new funds in the 1999 - 01 program.

The chart in Appendix F shows the sub-categories in the four individual improvement programs. Some of the sub-categories are directly applicable to MTSG projects and all of them can incorporate enhancements to the Greenway. Some of the sub-categories are covered in more detail in the sections below.

Matching Funds: No matching funds are required but the most important part of the prioritization formula is cost/benefit and only the cost to WSDOT is considered. Therefore, any match, soft or hard, that reduces project cost will increase the priority of the project.

Application Form: There is no application form. To apply, interested parties should work with the WSDOT Region Planning Office.

Who Can Apply: Projects are submitted by WSDOT Regional staff, but anyone can solicit a project by writing or talking to someone at the Department. For the Greenway or local agencies, the three most likely WSDOT Regional offices to work with are the Planning, TransAid, and Landscape Offices.

When to Apply: New projects should be submitted by mid-February of the calendar year before the biennium being prioritized. To meet this target, it is wise to start working with Regional staff well before this.

### **Urban Bicycle Projects**

Types of Projects Eligible: This is a subprogram of the improvements program. Any bicycle facility improvement project serving an urban area is eligible.

Selection (or prioritization) Criteria: The ranking criteria are shown in Appendix G.

Funding Available: Urban bicycle projects compete with other mobility improvement projects for the same pot of money.

Matching Funds: As with other WSDOT improvement projects, matching funds are not required but they do reduce the WSDOT cost and thus improve the cost/benefit. Matching funds are also considered a sign of local support.

Application Form: Same as under Improvement Projects above.

Who Can Apply: Same as under Improvement Projects above.

When to Apply: Same as under Improvement Projects above.

### **TRANSPORTATION IMPROVEMENT BOARD**

The Transportation Improvement Board administers a number of gas tax funded programs. The complete list of programs is as follows:

- Urban Arterial Trust Account (UATA)
- Transportation Improvement Account (TIA)
- Small City Account (SCA)
- ISTEA - STP Statewide Competitive (project selection only)
- City Hardship Assistance Account (CHAA)
- Central Puget Sound Public Transportation Account (CPSPTA)
- Public Transportation Systems Account (PTSA)

More information about the TIB and its grant programs can be found on the TIB homepage at [www.wa.gov/tib](http://www.wa.gov/tib). Only one of these categories has significant potential for the Greenway, the TIA.

### **Transportation Improvement Account**

**Types of Projects Eligible:** This program supports transportation projects in urban areas above 5,000 population, or outside the urban areas if any of a number of additional requirements are met such as congestion caused by urban type development. More detail is provided on page T-1 of Appendix H.

**Selection (or prioritization) Criteria:** Proposals are graded on a detailed scale considering seven factors. The seven factors are: match; multimodal/intermodal; economic development; multiagency; mobility; safety; and other.

**Funding Available:** TIB is funded by \$0.015 per gallon of the gas tax which currently equates to approximately \$94 million per year. This money is divided into the TIA and the Small City Account, with SCA getting 13%.

**Matching Funds:** A match of 20% is required with additional prioritizing points awarded for additional match. Acquiring matching funds can be challenging, depending upon the type of project. The best approach is to combine an improvement with another project in the same location. This has the disadvantage of requiring timing with another project but the advantage of often creating very competitive projects for grants due to multiple objectives.

**Application Form:** The application form is found in Appendix H or on the TIB homepage at [www.wa.gov/tib](http://www.wa.gov/tib).

**Who Can Apply:** This program is restricted to cities, counties, and transportation benefit districts (TBDs).

**When to Apply:** The last competitive round was held in early 1998. A competitive cycle is not necessarily held every year, depending upon the amount of unobligated funds available or other unusual factors .

### **Small City Account**

**Types of Projects Eligible:** This program seeks to preserve and improve the arterial roadway system consistent with local needs for agencies under 5,000 population. The entire project must be in the incorporated area. Project type is restricted to reconstruction and rehabilitation of the roadway surface. The primary relationship of this program to the Greenway would be for improving bicycle and pedestrian access as part of a roadway improvement project, not as a stand-alone project.

Selection (or prioritization) Criteria: The applications are based on four factors: structural; geometrics; safety; and other factors.

Funding Available: This account receives 13% of the \$0.015 per gallon of gas tax plus a small percentage of the UATA. In 1998, \$6 million is available.

Matching Funds: Cities under 500 population require no match; cities over 500 require a 5% match.

Application Form: Because of the limited utility of this program to the Greenway, a copy of the one-page application form is not included here but can be found on the TIB homepage at [www.wa.gov/tib](http://www.wa.gov/tib).

Who Can Apply: This program is restricted to cities of less than 5,000 population.

When to Apply: The competitive process is conducted in the early spring.

### **Pedestrian Facilities Program**

Types of Projects Eligible: The intent of this program is to enhance and promote pedestrian mobility and safety as a viable transportation choice by providing funding for pedestrian projects that provide access and address system continuity and connectivity of pedestrian facilities.

Eligible projects must meet the following threshold requirements:

- project must be on pedestrian routes and/or on an agency adopted plan
- primary purpose is transportation
- local agency matching funds not less than 20%
- project must be consistent with state laws, regulations and adopted plans (GMA, CTR, TDM, CAA, ADA, local and regional plans, 6-year plans, etc.)
- demonstrated public involvement
- agency commitment to provide right-of-way
- \$100,000 maximum TIB participation
- no increases in TIB funds.

Selection (or prioritization) Criteria: The selection criteria include pedestrian safety; pedestrian movement; pedestrian convenience; neighborhood impact; and project cost (sidewalk only) and are shown in detail in Appendix I.

Funding Available: The FY 1999 program will have \$4,700,000.

Matching Funds: A minimum of 20% local match is required.

Application Form: The application form and attachment is found in Appendix H or on the TIB homepage at [www.wa.gov/tib](http://www.wa.gov/tib).

Who Can Apply: Only cities are eligible for this program.

When to Apply: Applications are generally due by the end of January.

### **OTHER SOURCES OF FUNDS**

In addition to the programs covered above there are other sources of transportation funds that either do not apply to the projects described in the MTSG Implementation Plan, are not government programs, or are not structured for formal grants. Two such programs are the Public Transportation Systems Account and the Central Puget Sound Public Transportation Account, both administered by the TIB. These two accounts have the potential to help when the Trust is ready to implement the "Greenline", a transit service to trailheads.

Local governments are another source of potential funds. Some of these agencies may want to directly fund projects within their boundaries. Each agency will have its own procedures and the Trust's staff should work directly with the local staff. Private funds are also available, either through foundations or directly from corporations. The Trust staff are already aware of many of these sources and should use them for purposes that the government grants programs are not well suited to.

### **PROJECTS**

This funding plan focuses on the projects identified in the Greenway Projects Implementation Plan, Volume 4, but the analysis of grant sources should be applied to other projects of interest to the Greenway. Because these funding sources are transportation related, transportation related projects will be the likeliest to compete successfully. However, the Enhancements and Scenic Byways programs offer broader possibilities as described above.

The other three volumes of the Implementation Plan, produced as part of this effort have been reviewed and a summary follows.

The projects described in the Route Development Plan are primarily large mobility projects. No specific improvements for the Greenway are included in the route development plan, although the major improvements are a source of potential funding for Greenway projects, because they can be combined with Greenway projects to provide matching funds leveraging. Because any major mobility projects within the Greenway are many years away, this report will focus on strategies that are of more near term use.

The Roadside Master Plan incorporates strategies rather than specific projects. Implementation of the RMP will take a separate effort by WSDOT staff, MTSGT staff,

and local agencies. Some of the work required is already beginning as WSDOT has funded a research project to identify design standards for highway furniture on scenic highways. This work will help answer some of the questions posed in the RMP regarding appearance of the highway. The RMP recommends landscape planting in specific areas of the highway, and if budget had allowed, the design work for this would have been included in the Implementation Plan, but it did not. Therefore, the landscape planting plan is treated as a project here.

The Greenway Projects Implementation Plan, Volume 4, analyzes six specific projects in detail, one of which has already been funded and built. The six projects remaining to be funded for construction are as follows:

- Signing plan
- Issaquah Trail connection
- Snoqualmie Pass Visitor Site
- High Point to Preston Trail
- Silver Creek fish crossing retrofit
- Planting plan, Eastgate to Edgewick.

Table 1 below shows the implementation projects with potential funding sources. Poor potential for success is indicated by a P, ineligible is left blank, C indicates that the project should be combined with other improvements, E indicates that the project is eligible and could be competitive, and S is a strong match.

**Table 1  
Potential Funding for Projects**

Project Title	Enhancements	National Scenic Byways	State-wide STP	Regional STP & CMAQ	National Recreational Trails	Improvements	Urban Bicycles	Transportation Improvement Account	Small City Account	Pedestrian Facilities Program	Other
Signing	S	S	C	C		C		P	P		E
Issaquah Connection Trail	E*	E	C	C	P*	C	P*	C	P		E
Snoqualmie Pass Visitors Site	C	S	C	C				P			S
Highpoint to Preston Trail	E*	E*	C	C	P*	C	P*	P		P*	E
Silver Creek Fish Crossing	S	P	P	P		E**					E
Design Planting Areas	S	S	E	E		P		P			E

\* Would rate higher but cost is high.

\*\* Must be submitted through the Department of Fish and Wildlife

The following summary provides some recommendations, but should not be considered to limit opportunities. Funds should be sought from all eligible sources including those not specifically identified in this study.

**Signing** - Implementation of the signing plan offers a number of funding opportunities but will probably not occur all at one time. A project for trailblazer signs was submitted for a 1998 National Scenic Highway grant. Whether a grant is obtained for the entire signing plan or not, WSDOT will eventually implement the plan as part of its ongoing program of maintaining signing or during the construction of major projects.

**Issaquah Connection Trail** - This project is proposed to be built as part of the Sunset Interchange reconstruction project. The project would bridge the freeway with a separate bicycle/pedestrian facility. The funding for this project will come from a variety of sources such as WSDOT's mobility improvement program, TIB, and developer contributions.

A second project is proposed that would connect this section of trail with the local road system on the north side of the freeway. If the federal transportation bill is passed in a timely manner, a regional STP grant will be applied for using the WSDOT paving project in this area as a match. If STP funds are not available, enhancements is probably the next best possibility.

**Snoqualmie Pass Visitors Site** - This project may best be funded using a variety of funding sources, including the Scenic Byway program as the best possibility.

**High Point to Preston Trail** - The Northwest Region Planning Office is working with MTSGT staff to identify a strategy to complete this section of trail relying on other sources. Depending upon the costs, grant funding may be necessary. If needed, enhancements is the most likely.

**Silver Creek Fish Passage** - This project should do well as an enhancements project or as a WSDOT improvement project. The latter requires support from the State Department of Fish and Wildlife. In the past Fish and Wildlife submitted the projects to WSDOT but a new collaborative process is being developed that includes a number of parties. The likelihood of success in the WSDOT program is highly dependent upon the availability of funds in the program.

**Planting Plan** - An enhancement grant would be an ideal place to find funds for designing planting areas, but the current uncertainty surrounding the enhancement program and the desire to move ahead with this activity points towards other strategies. The Landscape Office of the WSDOT NW Region will, therefore, request special WSDOT funds to complete this work. This request will be conditioned on the Trust supplying the labor and materials to complete the work. If the special funds are not available, the next round of enhancements is the best strategy.

**GRANT WRITING**

Grant writing is a skill and teaching those skills is beyond the scope of this report, but here are some insights that others have collected.

Twelve Reasons Why Proposals are Turned Down:

1. The proposal does not match the objectives of the funding source.
2. The proposal is strong on idea, but lacks detail.
3. The objectives are too ambitious in scope and it is not clear how they can be implemented.
4. The proposal fails to strike the reviewers as significant.
5. The proposal is poorly written and hard to understand.
6. The reviewers do not know the capabilities of the applicants.
7. It is not clear who is going to benefit.
8. There is no evidence that the key people involved have been contacted and have committed themselves.
9. The proposal fails to show that the applicant is aware of what others are doing in the same area.
10. The budget is beyond the range of funding available from the funding source.
11. The funds requested do not relate directly to the objectives.
12. The writer did not follow the format provided by the funding source.

## CONCLUSION

The plan developed here includes many mandates for action on the part of the Department. Without further action the plan may fail to be implemented. Therefore certain mechanism need to be set up. At least two actions are required initially. First, the action elements need to be taken from the Roadside Master Plan (RMP) and put into a form that is accessible to those who are responsible for carrying them out. Second, mechanisms must be set up within each WSDOT Region to ensure that the required coordination and action occurs when it should.

### Action Elements

The action elements will be taken from the RMP and put into a more accessible format for execution using two approaches. The first approach will be to incorporate the appropriate action elements into the Design Workbook develop by Jones and Jones early in the planning process. Not all action elements will fit into the format of the Workbook. These elements will be assigned to appropriate departments and memos written describing the process and identifying the required actions.

First steps have been taken to carry out some of the action elements already. The Heritage Corridors Office in Olympia has obtained funding to develop standards for aesthetically pleasing highway furniture, such as guard rails, median barriers, and signing. The development of these standards, which will occur with input from the Mountains to Sound Greenway Trust, as well as other scenic highway advocacy groups, will at least partially address a number of the action elements.

### Coordinating Mechanism

Not all of the required actions will occur without a coordinating mechanism being set up. Each region, therefore, needs to develop a mechanism and assign the appropriate individuals to ensure that the mechanism operates as intended. The actions that need to occur include alerting the proper individuals when an action is required. This requirement will apply particularly to the action element categories of "actions required at opportune times" and "reaction". In addition to the mechanism in the Regions, a mechanism for communicating between Regions also needs to occur.

As a first step in carrying out this task, both Regions have designated a coordinator as required by the RMP. These individuals will be the responsible persons for setting up the required mechanisms.