

Risk's story				Pre-treatment risk qualitative			Risk treatment strategy				Post-treatment			Risk governance				
#	Title	Description & impact	Category	Current status			L <sup>1</sup>	S <sup>2</sup>	I <sup>3</sup>	Strategy	Potential treatment strategies and actions	R <sup>4</sup>	L <sup>1</sup>	S <sup>2</sup>	I <sup>3</sup>	Owner	Manager	Team
<b>New risk proposed:</b>																		
1	Pandemics	Pandemics and global health concerns pose unique challenges and may severely strain resources.	Multiple impact categories apply	WSDOT's resources are severely strained because of COVID-19; the state of Washington is losing an estimated \$100M per month due to the "Stay home, stay healthy" initiative. Instead of business as usual, it is business as best we can. While the pandemic progresses, WSDOT leadership is considering funding scenarios and priorities as they are engaged in multiple efforts to understand the pandemic's impacts, examining a range of possibilities to prepare the agency for the best path forward. The pandemic is resulting in field work delays and delays in tribal consultation and regulatory decisions; this will affect WSDOT's ability to comply with its permits, project schedules and permit closeouts.			5	5	25	Mitigation	Although a pandemic is not an annual event, the results of the COVID-19 pandemic are likely continue through the biennium or beyond. WSDOT is supporting the statewide response to the pandemic. EOC activated in all but Eastern and South Central regions, where they are being monitored. Ferries will remain on a winter schedule until Jun 20. WSDOT is monitoring traffic on all parts of the highway system as well as transit, Amtrak Cascades and air travel. Delivery of PPE is ongoing to Ferries, Maintenance and IT; disinfection solution options are being explored. AFS posted guidance on OFM waivers related to year-end expenditures and prepayment for COVID-19 goods and services. WA State is expected to receive more than \$310M in grant funds for FAA through the Coronavirus Aid, Relief, and Economic Security (CARES) Act; Aviation is working with FAA to help eligible airports apply.	Yes	5	4	20	Millar, Roger	Metcalfe, Keith	Assistant Secretaries, Regional Administrators, Himmel, John
<b>Risks carried over from 2019:</b>																		
2	WSF Workforce Development Vulnerabilities	Failure to address WSF workforce vulnerabilities may impact service delivery.	Core Workforce and Competency	This is the top risk in the WSF Asset Management Plan. WSDOT is addressing the following Workforce Development vulnerabilities: 1) WSF losing knowledge and skill base due to staff retirements and attrition; 2) WSF losing skilled journeyman to other, higher-paying union shops; 3) WSF relying solely on external candidates recruited through WSDOT HR; 4) WSF's difficulty attracting and retaining workers for skilled and professional positions; 5) Lack of qualified applicants (engineering) available to WSF in the Puget Sound job market due to non-competitive area wages; 6) Current staff skill level and experience does not meet work performance expectations; and 7) Senior vessel deck and engine personnel may not have sufficient skills or experience due to an accelerated advancement rate.			5	5	25	Mitigation	WSF increased wages for SCE & SM positions to increase skill retention. Current efforts include: 1) Identification and implementation of Workforce Development strategies to attract and retain quality workers; 2) Nationwide recruitment including maritime academies, universities, trade schools, public outreach and military outreach; 3) Training and professional development including SMA simulator, Lynda.com, Marine Learning System, and WSF fully funding new-hire training and licensed officer development programs; 4) Modern workplace improvements such as flex schedules, telework and the Infant at Work program; 5) Apprenticeships and internships for engine crew, office and Eagle Harbor staff; and 6) Recognition programs and succession planning to increase skill retention. Future efforts include: 1) Development of WSF Workforce Development Plan to complement the 2040 Long Range Plan. 2) Regularly update salary survey data to help WSF offer competitive salaries.	Yes	3	4	12	Scarton, Amy	Sangy, Janaina	
3	Attracting & Retaining Skilled Workforce	Failure to attract and retain skilled employees could increase costs for delivering projects, services and preservation activities; WSDOT's Workforce Development "employer of choice" goal would not be realized.	Core Workforce and Competency	WSDOT outreach activities are designed to attract skilled labor (i.e. engineers, crafts, maintenance, etc.). Workforce attraction and retention is impacted by competitive compensation, benefits and working conditions. WSDOT trains staff in planning, design, maintenance and construction, but knowledge loss continues to create challenges within the agency and for stakeholders. Anecdotal evidence shows WSDOT may be receiving higher-than-normal bids due to the agency's lack of knowledge in the field. The agency's pandemic response may impact recruitment and retention, with the potential for long-term employment instability.			5	5	25	Mitigation	We are going through budget exercises that could significantly impact our ability to attract and retain a skilled workforce. WSDOT will evaluate and develop decision making approaches, addressing potential risks in the deployment of recruitment and retention strategies while recognizing performance-based risk and quality challenges. WSDOT identifies and implements workforce development strategies through Workforce Development teams; the pandemic response is likely to bring focus on stability and quality of assignments. COVID budget impacts may have significant consequences.	Defer	5	4	20	North, Mike	Pelton, Jeff	Regional Administrators

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4	State of Good Repair	Revenues are less than current and future planned expenditures; the performance of key programs and assets may decline at increasing rates, especially in light of the financial impacts of I-976 and the COVID-19 pandemic.	Financial	WSDOT is facing a budget shortfall with increasing infrastructure and maintenance needs, as well as numerous additional requests for budget supplements. This is causing a shift in budget to address the increasing asset preservation backlog. Programs may need to adjust work output and delivery schedules to properly manage required safety and preservation efforts. The Transportation Budget has not been balanced beyond current biennium for the planned projects and investments put in motion today. Funding uncertainty creates risk for the department in managing its project delivery and continuity of business operations.			5	5	25	Reduction	WSDOT is enacting strategies that use a Practical Solutions approach to congestion through least-cost multimodal investments. The agency is also engaging with Governor's Office and Legislature to inform them of the challenges this fiscal policy has on the department's ability to deliver and sustain business operations. The agency will also consider strategic deferral of select capital projects, and underspending appropriated levels to live within forecasted revenues and legislatively approved bond plans. The Safety Program has used funding to address some preservation of roadside safety assets.	Yes	5	4	20	Metcalf, Keith; North, Mike	Vaughn, Doug	Alexander, Jay; Coulson, Amber; Milton, John
5	Ferry Fleet Capacity	Ferry vessel capacity supports planned preservation, maintenance and improvements as well as unplanned vessel breakdowns. Inadequate capacity may mean an inability to maintain an acceptable level of service.	Department Performance	WSDOT may not be able to fully execute its vessel capital program, US Coast Guard-mandated dry dock inspections or emergency repairs. Short term service could be negatively impacted and accelerate degradation of assets. WSF's 2040 Long Range Plan validates the need for additional spare vessels. The current Olympic Class program has been extended, with funding for one vessel. The decommissioning of M/V Elwha reduces the fleet size at 21. This eliminates any redundancy international service capacity (Anacortes to Sydney, BC), and also eliminates WSF's dedicated service relief vessel.			5	4	20	Reduction	The decommissioning of Elwha reduced the fleet size to 21. Tillikum, funded through 2023 to provide service relief capacity, is now reprogrammed for full time service and will only be available through 2023. In the short term, service coverage options will be severely limited (acceptance). In the long term, the first Hybrid Electric Olympic will be delivered in Nov 2023, but additional new vessels must be funded and built.	Yes	5	4	20	Scarton, Amy	Von Ruden, Matt	
6	Demand for Large Projects	A significant desire for only large-scale capital and operational projects could lead to additional costs for design, operations systems, environmental treatment and right-of-way acquisition; and also reduce funds available to other programs (e.g., preservation, maintenance and others).	Financial	WSDOT is improving guidelines and processes to provide details regarding the type, purpose and size/scope of a project and to identify cost-effective multimodal opportunities. Design and operational policies are being modified, and teams are considering multimodal performance objectives, so that potential funding constraints may be overcome. Practical Solutions is becoming institutionalized within WSDOT. Multiple factors affecting this risk:: 1) The public and the Legislature could demand large-scale projects when smaller- scoped projects could solve immediate multimodal needs; 2) Smaller projects could result in public demand for additional needs after the Legislature funds a project. This could increase project costs and delays as additional needs are included; 3) Late (public-demand) additions to projects could include elements that are not high priority in a multimodal system; 4) Projects at locations that might have a high reduction in crash potential (after a safety analysis) are delayed or cancelled due to limited funding; 5) Increased shortfalls due to COVID (and other funding limitations) to address agency preservation requirements; and 6) Limited performance analysis capabilities creates challenges to fully understanding system needs and tradeoffs.			4	5	20	Reduction	WSDOT is using a Practical Solution, collaborating to develop holistic approaches to performance issues. Projects at high safety and mobility need locations may be too expensive if industry continues to look at Travel Demand Models to predict growth based on future land use assumptions which leaves no ability to right size projects with Practical Solutions. WSDOT is evaluating and refining its communication strategy with staff and stakeholders to show the value of Practical Solutions in addressing multiple goals with right-sized approaches. Stakeholders will be engaged in ways that communicate the benefits of Practical Solutions approaches. In addition, WSDOT is developing multimodal strategies using guidance from the State Active Transportation Plan, Public Transportation Plan, Strategic Highway Safety Plan and other modal plans. WSDOT uses a systemic approach to safety (vs reactive approaches) to address crashes in a proactive low-cost manner and collaborate with partners to address the factors contributing to crashes. Addressing crash potential and applying solutions before crashes occur should help alleviate the public's perceived need for larger scale projects. WSDOT will continue to integrate programming and safety efforts. The agency will update its Target Zero Implementation Plan if resources permit. WSDOT has also developed Active Transportation approaches to assess and rank locations for potential projects with methods to assess bicycle stress and pedestrian crash potential.	Yes	4	5	20	Elizer, Marshall; North, Mike	Alexander, Jay	Chamberlain, Barb; Milton John; Roark, Steve Vessey, Ron; Woehler, Keri
7	TRIPS-Enterprise Needs, Aging & Replacement	Failure of TRIPS (an aging mainframe system) may lead to missed deadlines and performance management targets, hampering agency planning and scoping efforts.	Financial	WSDOT attempts to manage this risk by moving systems off the mainframe to modern platforms as resources permit, exploring possible replacements such as ESRI Roads and Highways, and other alternatives. COVID-related budget reductions could impact this area.			4	5	20	Mitigation/Reduction	WSDOT currently manages this risk but recognizes that the passage of time increases the likelihood of potential impacts. WSDOT is developing and implementing actions to reduce the likelihood of this risk occurring, including seeking a replacement for TRIPS.	Defer	4	5	20	Elizer, Marshall	Modarelli, Matt	Woehler, Kerri; Sullivan, Paul; Yajamanam, Kumar

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8	Fish Barrier Removal Funding	Insufficient funding to comply with the federal ruling on fish passage barriers could force the state to redirect funds to remove the barriers.	Financial	The legislature identified sufficient funding for the 2019-2021 biennium and indicated an intent to address funding for the 2021-2023 biennium. Additional coordination is needed to work with the legislature to provide a sustainable level of funding necessary to comply with injunction requirements.			4	5	20	Reduction	WSDOT will continue to work with the Legislature and stakeholders to identify funding to deliver fish barrier removal projects, but we have yet to achieve a rate that will meet the court injunction deadlines. Funding needs are being discussed with the Legislature, but future funding is uncertain.	Yes	3	4	12	Elizer, Marshall; North, Mike	Alexander, Jay	
9	NWR & Statewide Homeless Encampments	As the number and size of homeless encampments on state property increase, WSDOT may be unable to discourage homeless encampment occupancy or manage the cleanup within existing resources.	Health & Safety	WSDOT is experiencing homelessness issues statewide, but of particularly high volume in King, Clark, Snohomish, Spokane and Pierce counties.			5	4	20	Reduction	In 2019, legislation passed to include proviso funding for the mitigation of homeless encampments in Seattle and Tacoma areas for \$1,025,000 and \$1,015,000, respectively.	Yes	5	4	20	Dayton, Kevin; Elizer, Marshall; Cotton, Mike	Bakotich, Pasco	Cowan, Troy; Johnson, Chris; McCormick, Dave
10	Infrastructure Security	Failure to secure WSDOT systems, bridges, roads, ferries, rail or IT could limit abilities to proactively or reactively identify, respond to, or remove imminent and ongoing threats.	Health and Safety	WSDOT's current and future security measures and needs remain the same: assess budget, material costs; conduct an ERM assessment; train employees about security needs. IT security is a required training component for WSDOT employees			5	4	20	Reduction	WSDOT will continue to assess current and future security measures and needs; assess budget, material costs; conduct an ERM assessment; and continue to train employees on IT security. Implemented an Enterprise Technology Board for risk management and security design reviews for IT/OT systems.	Yes	5	4	20	Elizer, Marshall	Himmel, John	Modarelli, Matt; Joubert, Ken; Banks, Dan, Yajamanam, Kumar
11	Safety Analysis & Agency Alignment	Failure to effectively analyze and align safety performance needs could reduce WSDOT's ability to consistently select strategies and projects that effectively address crash contributing factors, improve performance and reduce liability.	Safety and Health	New safety analysis methods and federal regulations require reliable inventory, data and additional training in methods as part of planning, design and operational activities. SafetyAnalyst, WSDOT current tool, is increasing from about \$37,000 to about \$450,000/year in a very financially constrained environment. Inability to analyze potential projects minimizes return on investment. Efforts to highlight complementary approaches continue.			5	4	20	Reduction	WSDOT continually evaluates and updates its approach to safety projects to identify possible improvements and existing gaps. Modified data within the SafetyAnalyst Tool allows for additional analysis across the state highway system. A decision package for an FTE position - to support the additional analysis - will be resubmitted. The State Active Transportation Plan incorporates safety planning in identification and prioritization of projects. In addition to training and the continued evolution of analysis tools, recent updates of the Safety Analysis Guide will provide improved analysis implementation and process consistency.	Yes	5	4	20	Elizer, Marshall; North, Mike	Milton, John	Alexander, Jay; Roark, Steve; Chamberlain, Barb; Milton, John; Vessey, Ron; Woehler, Kerri;
12	Legal Liabilities	New laws and adverse court decisions may impact legal liabilities; e.g., increased costs could impact program performance for Self Insurance Liability Account (SILA) exclusions in designs, traffic operation systems, safety enhancements, environmental treatment and additional right of way.	Legal and Compliance	WSDOT is responsible for increased long-term costs associated with legal liabilities due to adverse court decisions as well as increased costs associated with resolving claims. It is too early to tell the impact of 2019 Legislative changes to RCW 4.20 et seq. Those changes make it easier for surviving family members to bring actions against all government agencies for the wrongful death of a family member, even retroactively, significantly increasing liability to the department.			5	4	20	Avoidance	Continue with risk treatment activities that are associated with potential liability areas within the department, such as updating processes and procedures.	Yes	4	4	16	North, Mike	Johnson, Streator	
13	Increased Traffic Demand	Failure to keep up with increased travel demand for all modes could lead to increased congestion, lack of opportunities for mode integration, increased incidents on state roadways and loss of the public's trust.	Transportation System Performance	The following statements still apply, should traffic return to previous patterns post-COVID-19's "Stay home, stay healthy" order. WSDOT is collaborating with partners to increase use of public transportation, active transportation, tolling and ridesharing to shift travel demand. Increased Average Annual Daily Traffic (AADT) is associated with increased numbers of crashes, which could be reduced through travel demand management. WSDOT is updating processes to emphasize and enable integrated multimodal transportation while strategizing to reduce drive-alone congestion. The Highway Safety Manual specifically addresses increasing crash potential due to increasing AADT. The Multimodal Forum is assessing approaches to create increasing multimodal demand.			4	5	20	Reduction	WSDOT promotes multimodal land use decisions that enable the system to meet legislative transportation goals while requiring less driving and addressing the root causes of congestion. Modal plans are being updated to identify actions that support integrated modes and travel demand management. TSSA will evaluate decision-making approaches and potential enterprise risks associated with strategies and will integrate safety strategies into all levels of planning. The SHSP identifies travel demand management as a means to reduce crash potential. The risk treatment action should be informed by current activities, where many more people are teleworking and some business is continuing without travel.	Yes	3	5	15	Elizer, Marshall	Vessey, Ron	Milton, John; Chamberlain, Barb; Lagerberg, Brian; Alexander, Jay

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14	Pre-Project Planning Resources	Increased public outreach, planning, operational analysis and engineering could be needed earlier in the project lifecycle, resulting in additional resource needs (data, financial, workforce) to achieve mutual goals of WSDOT and our stakeholders.	Department Performance	WSDOT sees additional need for public outreach as the agency implements Practical Solutions. Safety program shortfalls require support and attention as they create significant challenges in the analysis and evaluation of the system's safety performance. WSDOT is attempting to collaborate with partners for additional planning-level analysis to help meet MAP-21 requirements. The Design Office has partnered with CPDM and others to introduce a "pre-design" phase that may allow for more thorough public outreach and confirm or revise the scope earlier in development. WSDOT continues outreach with recent approval of Target Zero and Safety Target Setting. COVID-19 has budget implications for this risk.	4	4	16	Reduction	WSDOT is collaborating with stakeholders to develop increased understanding and application of Practical Solutions approaches early in processes. Current planning processes provide opportunities to apply Practical Solutions early. WSDOT will identify, evaluate and implement stakeholder engagement improvement opportunities. These and other efforts will be included in Strategic Plan Roundtable discussions and other venues to increase internal Practical Solutions awareness. WSDOT is attempting to perform safety analysis within available resources, updating analysis guides to streamline efforts. Stakeholder and partner outreach continues as part of modal plans and safety plan development. MPO outreach is also increasing as part of target setting and challenge Seattle and system planning activities. Safety program shortfalls are being mitigated through recent hiring of additional safety oversight personnel, documentation, program standards update, and training.	Yes	4	4	16	North, Mike Elizer, Marshall	Woehler, Kerri	M2D2 Directors		
15	Information/ Records	A failure to manage (i.e. catalog, standardize, organize, maintain, retrieve, dispose of) agency records may result in WSDOT being out of compliance with state public records management laws.	Departmental Performance	The volume of agency records and lack of resources make it difficult to appropriately manage records for all divisions and regions.	4	4	16	Reduction	WSDOT Risk Management & Legal Services improved the agency records management program by instituting mandatory records management training and collaborating with regions and offices to organize and dispose of records that are past their retention period. The agency is also implementing a data governance committee as well as knowledge management practices.	Yes	4	4	16	North, Mike	Gill, Shannon	Cotton, Mike Johnson, Streator Milton, John		
16	Safety Performance	Failure to meet federal safety performance measures and increasing crash trends could require WSDOT to obligate its safety funds as priority, potentially effecting other program needs; significant safety program changes may be needed.	Department Performance	WSDOT is required to set performance targets every year. WSDOT sets aspirational targets. WSDOT missed 4 out of 5 federal safety targets in 2019. WSDOT continues to see moderate progress in this area as crash trends flattened or improved in 2019. WSDOT has modified its safety subcategories within the safety program.	4	4	16	Reduction	WSDOT Transportation Safety, Design, CPDM and Traffic Operations divisions are collaborating and have developed updated safety subcategories. In FY2019 and FY2020, the targets set are aspirational. WSDOT and WTSC are working with partners to outline bold new steps needed to achieve targets. A committee of safety partners are working on this effort. Presentations have been made to the legislature. The Secretary of Transportation has highlighted Safety in the State of the Transportation address, requesting additional funding and emphasis. With funding limitations, WSDOT will have difficulty meeting targets, but is seeing improving trends. WSDOT is no longer a High Risk Rural Road State. The I-2 Safety Program is using more proactive approaches to safety investments. WSDOT's Transportation Safety and Active Transportation divisions are collaborating to develop new approaches to reducing vulnerable road user crashes.	Yes	4	4	16	Elizer, Marshall	Milton, John	Chamberlain, Barb; Vessey, Ron		
17	Aging IT Labor and Mainframe Financial Systems	Failure of Labor and Mainframe Financials Systems due to aging could lead to replacements and costly repairs, inability to maintain timely and compliant payments, loss of federal funding, inability to meet stewardship obligations, and data and records losses.	Departmental Performance	a. The Labor System Replacement (LSR) project was completed for non-marine but the marine deployment scheduled for the 2019-2021 biennium only received 67% of requested funding. There is no guarantee that we will obtain necessary funding for the remaining deployments. If we don't get funding for the remaining marine deployments we will continue to rely on the aging Marine Labor System. b. A replacement for TRAINS (WSDOT's core financial system) is scheduled for July 2023, in collaboration with the One Washington program. If the One Washington project is delayed, there is increased risk of a significant failure of our aging financial systems. c. We are also dependent on the CSR project to possibly replace CAPS (Contractor Administration and Payment System), and the funding for that project is uncertain. If the CSR project does not receive full funding or doesn't replace the functionality of CAPS, there is increased risk of a significant failure of our aging contractor payment system.	4	4	16	Reduction	a. WSDOT is developing a plan to identify and replace aging mainframe systems. Current planning efforts have identified TRAINS, Capital Program Management System (CPMS) and Contract Administration and Payment System (CAPS) as the top priorities. We have already replaced non-marine labor systems and are scheduled to complete all marine, excluding fleet. The fleet deployments will require funding in the 2021-2023 biennium.	Yes	4	4	16	North, Mike	Dahl, Jennifer	Modarelli, Matt; Sullivan, Paul; Yajamanam, Kumar		

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18	Aging IT Financial Infrastructure	Aging IT financial infrastructure could bring critical system failures, costly repairs or replacements.	Financial	Aging IT financial infrastructure could result in federal funding loss, data loss, an inability to process timely contractor payments or maintain stewardship obligations, and record retention requirement violations. 2019-2021 WSDOT decision packages: 1) Partially funded Labor System Replacement (67%); 2) Fully funded Software Licenses and Maintenance; 3) Support the One Washington effort (supplemental budget was approved for OneWA for FY21); and 4) Infrastructure life-cycle replacement continues to fall behind.	4	4	16	Reduction	1) WSDOT and OFM (One Washington Program) are collaborating to replace TRAINS. 2) ITD is participating in agency asset management and state of good repair activities. 3) CSR will replace CPMS and other core financial systems, provided there is critical infrastructure funding. CAPS replacement is to be considered in future decision packages. 4) WSDOT created a governance board (ETB) to address risks and prioritization of technology efforts.	Yes	4	4	16	North, Mike	Modarelli, Matt	Sullivan, Paul; Mazikowski, Jeff; Yajamanam, Kumar
19	Aging Ferry Infrastructure	Failure to maintain and preserve WSF vessel and terminal assets could mean lost revenue, fewer functioning vessels, missed service, late sailings, and increased costs due to rerouting.	Transportation System Performance	WSF maintains and preserves its assets; these assets deteriorate over time and WSF is not adequately funded to address current needs. WSF and WSDOT's Asset Management team is developing a Statewide Transportation Asset Management Plan (STAMP) that includes a risk-based approach to capital and operating budget investments. Funding one standby vessel is essential to mitigate the service impact of vessel breakdowns. Using FTA funding for non-routine vessel maintenance is beneficial. These risks are discussed in WSF's 2040 Long Range Plan. Legislation in 2019 authorized the building of five additional vessels. Funding was provided for the construction of one vessel, the Seattle and Mukilteo terminals, and continued vessel maintenance procedure development. However, the needs of the aging fleet outpace new construction and preservation budgets- an increase in vessel preservation funding is needed. WSF continues its asset management plan (which will be part of the STAMP), but this is considered a short-term approach to addressing the risk.	4	4	16	Reduction	WSF's 2040 Long Range Plan highlights these risks and argues for continued vessel construction. WSF continues to develop its asset management plan; it will be in the STAMP. This plan includes risk-based approaches to capital and operating budget investments. Funding for one standby vessel has been essential in mitigating the service impact of recent vessel breakdowns and FTA funding for non-routine vessel maintenance has been beneficial. 2019 legislative approval to build more Olympic class vessels is a significant step forward, but funding for more than one vessel remains uncertain. Funding to develop maintenance programs for two more vessel classes will support improved reliability. WSF is updating its Alternative Service Plan to document pre-planned responses to vessel and terminal unavailability. Additional preservation funding is urgently needed, as stated in the 2019 State of Transportation.	Yes	3	4	12	Scarton, Amy	Von Ruden, Matt	
20	Integrated Scoping	Failure of the scoping process to recognize multimodal needs of travelers means projects may fail to meet mode-specific performance expectations established by agency policy.	Transportation System Performance	WSDOT is incorporating modal considerations into the scoping process using tools like the Basis of Design and the Context and Modal Accommodation Report and documenting collaboration with stakeholders to identify project needs.	4	4	16	Reduction	WSDOT incorporates modal considerations into its process and provides training, guidance and directives to reinforce this. Modal plans are updated to provide additional context and the State Active Transportation Plan provides tools to assist in identifying and prioritizing needs. Additional data collection, data stewardship and continuous process improvements are required to manage this risk effectively, and budget requests have been submitted to support this.	Yes	3	4	12	Elizer, Marshall; North Mike	Lagerberg, Brian	Alexander, Jay; Roark, Steve; Chamberlain, Barb; Vessey, Ron
21	Data Collection and Use	Failure of WSDOT to adequately plan for or coordinate across divisions in data collection and use could involve an unpredictable level of uncertainty in asset-based decision making.	Transportation System Performance	Data about the location and condition of roadway features, particularly roadside safety hardware, is inconsistently updated and unreliable, jeopardizing the effort to transition to defensible, more data driven safety decision making.	4	4	16	Mitigation	The agency implemented an Asset Management oversight structure that is evaluating the opportunities to adjust the balance between performance outcomes, risk, and data. In many cases, reducing desired performance and/or strengthening an asset based risk management strategy will offset the initial need for additional data. With COVID and other funding limitations it is likely data issues may continue to increase. Potential opportunities with consideration of LIDAR data collection exist, and are being investigated by the Development Division.	Yes	4	4	16	Elizer, Marshall; North, Mike	Alexander, Jay	Roark, Steve; Woehler Kerri; Milton, John; Chamberlain, Barb
22	Construction Contract Labor	Contractors may be more selective about work pursuits as demand increases for heavy civil contractors, craft labor and materials suppliers. This could result in fewer bidders and increased bid prices for WSDOT contracts; contractors may experience labor and material shortages which could affect project bid prices and delivery schedules.	Transportation System Performance	Market conditions and increases in infrastructure demand may be beyond local capacity. With the approval of Sound Transit 3 and Connecting Washington legislation, demand is extremely high for heavy civil contractors, craft labor and materials suppliers. COVID-related budget reductions could impact this area.	4	4	16	Passive Acceptance	WSDOT will work with contractors to identify potential opportunities related to labor capacity	No	4	4	16	Elizer, Marshall	Christopher, Chris	Tak, Denys

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23	Aging Airport Infrastructure	A failure in the maintenance and preservation of aging airport infrastructure may mean WSDOT is unable to address demands on airport capacity, services and assets.	Transportation System Performance	The 2014 Airport Investment Study identified an \$8.4 million funding gap. Current funding levels (\$1.2 million annually) place increasing demands on airport sponsors to find private funding for projects. A February 2019 study found that airport pavement conditions, except for larger commercial airport, continue to decline. There is increasing concern regarding degradation in services and pavement, and our ability to keep pace with demands for increased passenger and cargo handling capacity, potential delays in providing disaster or emergency support and a possible reduction in access for remote communities.	4	4	16	Active Acceptance	The 2019 Transportation Budget provided for an Aviation Revitalization Loan Program. WSDOT will continue to work with stakeholders to make the loan program permanent through legislation. WSDOT will also work with stakeholders, the Aviation Caucus and legislators to proactively address the funding gap.	Yes	3	4	12	Elizer, Marshall	Fleckenstein, David	
24	Refund of FHWA Monies	WSDOT may be penalized by FHWA and required to refund federal monies if WSDOT and ODOT fail to begin right-of-way acquisition or start the construction phase for the Interstate Bridge Replacement (IBR) Program by 9/30/24 (or if not granted an extension).	Financial	FHWA granted a second extension on repayment of federal funds previously expended on bridge replacement work, giving Washington and Oregon until September 30, 2024 to begin right-of-way acquisition or start the construction phase on a program. Washington has appropriated \$35 million in the 2019-2021 biennial transportation budget to open a project office and restart work to replace the Interstate Bridge. The Oregon Transportation Commission has allocated \$9 million as the state's initial contribution to restarting work. WSDOT has also entered into an intergovernmental agreement (IGA) with ODOT to define a shared responsibility to fund the program	3	5	15	Avoidance	WSDOT and ODOT will reopen a bi-state program office to begin program development activities and complete work necessary to begin right-of-way acquisition and start the construction phase of the program. This work will occur through joint efforts of the partner agencies in coordination with all project stakeholders. All program development work will be conducted through a public, open, and transparent process with extensive and inclusive community engagement to ensure the program has broad regional support.	Yes	3	5	15	Dayton, Kevin	Francis, Carley	
25	Project Related Communication	The public's frustration with significant congestion, construction and/or maintenance activity fatigue could impact WSDOT's credibility with both the public and elected officials - particularly in high profile and high volume locations.	Reputation and Credibility	When WSDOT construction and/or maintenance activities require repeated lane reductions and closures, affecting available system capacity, WSDOT actively engages the public through multiple forms of communication, for example print, social media, forums and surveys. Preservation backlog and/or maintenance work may increase unexpected lane closures.	5	3	15	Active Acceptance	WSDOT continues to engage the public about potential construction and maintenance, and communicates travel options that can help travelers alleviate or bypass delays, such as transit or active transportation modes. All forms of media are used to increase information to the public. Continue to communicate the need for asset preservation.	No	4	3	12	Elizer, Marshall	Erickson, Lars	
26	Dry Dock Needs	Inadequate WSF infrastructure could impact short-term service and contribute to continued degradation of the assets' state of repair and the inability to fully execute WSF's vessel capital program.	Department Performance	Infrastructure supports Puget Sound region ferry dry dock needs such as US Coast Guard mandated inspections and emergency repairs. WSF communicates its needs to the Legislature, the Governor's office and the maritime industry. A Seattle shipyard responded by purchasing a large dry dock which has been continuously occupied by WSF, the U.S. Navy and Coast Guard assets. A shipyard in Bellingham, WA closed; a shipyard in Seattle began local dockside repair operations, and a Whidbey Island shipyard was newly-qualified for dockside repair work in 2019.	3	4	12	Reduction	WSF will continue to communicate its needs to the Legislature, the governor's office and maritime industry. WSF will work with the owners of local dry dock facilities to project agency needs well in advance.	No	3	4	12	Scarton, Amy	Von Ruden, Matt	
27	Change in Federal Requirements	New federal, state and/or local regulations/requirements may result in construction project delays, schedule adjustments, additional program costs, additional staff resources, and a loss of credibility with the public.	Financial	WSDOT actively evaluates new legislation, codes and regulations to ensure alignment of agency policy and guidelines. Multiple WSDOT divisions collaborate to assess risks and develop strategies to remain compliant with regulation changes and seek additional funding as needed.	3	4	12	Active Acceptance	WSDOT divisions continue collaboratively developing strategies to ensure agency compliance with new regulations, including seeking additional funding as needed. WSDOT will engage (at the national level) AASHTO and USDOT to help shape and react to national policies, regulations and initiatives.	No	3	4	12	Elizer, Marshall	Christopher, Chris	Roark, Steve; Tak, Denys
28	Natural Disasters	WSDOT budgets and staffing could suffer serious consequences due to continued severe weather and unforeseen natural events (snow, floods, storms, earthquakes, fires, slides).	Financial	WSDOT has seen an increase in system asset failures due to weather related events. To date, the problems have been addressed within existing resources, to the extent possible.	4	3	12	Active Acceptance	WSDOT will continue to seek additional funding as needed and will use available resources to protect critical assets from events. Funding needs in support of the Governor's direction on system resiliency will be discussed as part of the 21-23 biennium budget request.	Yes	4	3	12	North, Mike	Alexander, Jay	

Risk's story				Pre-treatment risk qualitative			Risk treatment strategy				Post-treatment			Risk governance				
#	Title	Description & impact	Category	Current status			L <sup>1</sup>	S <sup>2</sup>	I <sup>3</sup>	Strategy	Potential treatment strategies and actions	R <sup>4</sup>	L <sup>1</sup>	S <sup>2</sup>	I <sup>3</sup>	Owner	Manager	Team
29	New Traffic Technologies	Integrating new technology (e.g., automated and autonomous systems) could bring additional demand for resources.	Financial	WSDOT is developing a TSMO strategic plan. The challenge of balancing expectations with available resources may become more pronounced. To be engaged and ready requires an understanding the long term value of potential investments needed to meet requirements.			4	3	12	Passive Acceptance	WSDOT will work with stakeholders to balance expectations given the available resources. The Department will also assess the short and long-term value of deployment given WSDOT current environment.	No	4	3	12	Elizer, Marshall	Vessey, Ron	
30	WSDOT.wa.gov Replacement Project	The inability of constituents, the Legislature and the media to access WSDOT's website could have swift, public-facing consequences. Likewise, if the agency fails to migrate website content to a new server, website content could be lost with no means of recovery.	Reputation and Credibility	WSDOT is redesigning websites while simultaneously migrating content to an up-to-date and supported Drupal CMS. WSDOT is studying how people navigate the website in order to make changes that improve usability. WSDOT requested project funding in two previous decision packages and legislative sessions and received \$150,000 from the Legislature to complete the project in the 2019-2021 biennium. The total project cost is \$1.22 million.			3	4	12	Reduction	WSDOT is assessing feasibility to fund internally and what trade-offs need to be made to do that work within the biennium. Once funding is identified, the project to migrate the website and conduct usability will begin in the 2019-2021 biennium.	Yes	2	2	4	Erickson, Lars	Rietmann, Kris	
31	Civil Rights Compliance	Failure to comply with civil rights laws could bring fines, loss of federal funding and legal impacts; WSDOT's Inclusion goal would not be realized.	Legal and Compliance	WSDOT continues to implement strategies to increase DBE participation; the agency and AGO track this risk.			2	5	10	Reduction	OEO continues to assess legal and enterprise risks; OEO's plans include lessons learned and contingencies.	Yes	2	4	8	Millar, Roger	Key, Earl	
32	Freight Rail Infrastructure	Failure to maintain and preserve the Palouse River and Coulee City Railway System infrastructure at acceptable levels could impact the movement of eastern Washington wheat crops for export, jeopardizing millions of dollars in private sector system investments.	Department Performance	We are continuing to develop asset management plans; COVID-related budget reductions could impact this area.			3	3	9	Reduction	Rail, Freight and Ports (RF&P) developed a Strategic Plan that identifies PCC Railway System needs. RF&P is implementing risk based asset management. WSDOT will seek additional funding as needed.	Defer	3	3	9	Elizer, Marshall	Biggs, Jason	
33	The content of this risk has been blocked for security reasons.																	
34	The content of this risk has been blocked for security reasons.																	

**Notes**

1 Likelihood of risk: 1 = Very Unlikely, 2 = Unlikely, 3 = Possible, 4 = Likely, 5 = Very likely  
2 Severity of risk: 1 = Minimal, 2 = Minor, 3 = Moderate, 4 = Significant, 5 = Major  
3 Index is likelihood x severity  
4 Are resources needed to carry out the treatment strategy(ies)?  
For more information, see [Risk Evaluation Scoring.pdf](#) and [Risk Treatment Strategy Definitions.pdf](#)  
Red text for risk number and title means it was not updated in 2020  
If you have questions about this file, please contact Guy Alston, [alstong@wsdot.wa.gov](mailto:alstong@wsdot.wa.gov) (360) 704-6338; or Yvette Wixson, [wixsony@wsdot.wa.gov](mailto:wixsony@wsdot.wa.gov) (360) 705-7970