



Return on Investment

**Ideas for our transportation future and
making that vision a reality**

ROGER MILLAR, SECRETARY OF TRANSPORTATION
House Transportation Committee
January 12, 2021

Agenda

- Opportunities
- Washington invests in WSDOT
- Cost to Washington taxpayers
- Return on investment
 - State of Good Repair
 - Safety
 - Congestion management
 - Resilience
- A unique opportunity



Opportunities for our transportation system

Legislature has worked hard to balance competing needs for limited transportation dollars – many opportunities ahead:

- Save lives
- Meet fish passage obligations
- Ensure state of good repair
- Address justice, equity, diversity, and inclusion
- Meet the challenge of climate change
- Prepare for Cascadia Subduction Zone earthquake
- Move our economy

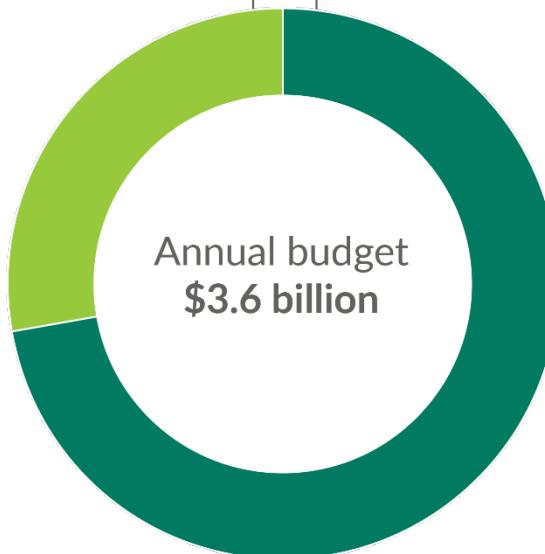
WSDOT appreciates the direction the Legislature has provided in statute – We are here to provide information and data in support of its decision-making process, stand ready to implement policy decisions



Washington invests in WSDOT



Operating budget
\$1.0 billion



Approximate annual budget for fiscal year 2020 is shown for simplicity. This is based on half of the 2019-21 biennial budget (including 2020 supplemental) of \$7.2 billion. WSDOT's budget varies from biennium to biennium primarily based on the level of capital investments funded by the Legislature.



Photo taken pre-pandemic

Return on investment

Economy

- Over \$500 billion a year in trade
- 1.4 million jobs

Quality of life

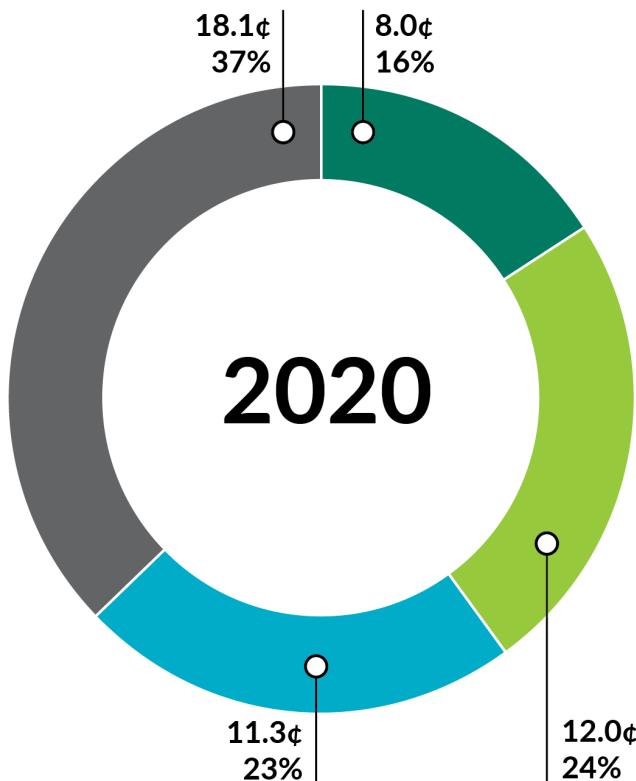
- Access to work, school, shopping
- Public health
- Access to nature, recreation

Social equity

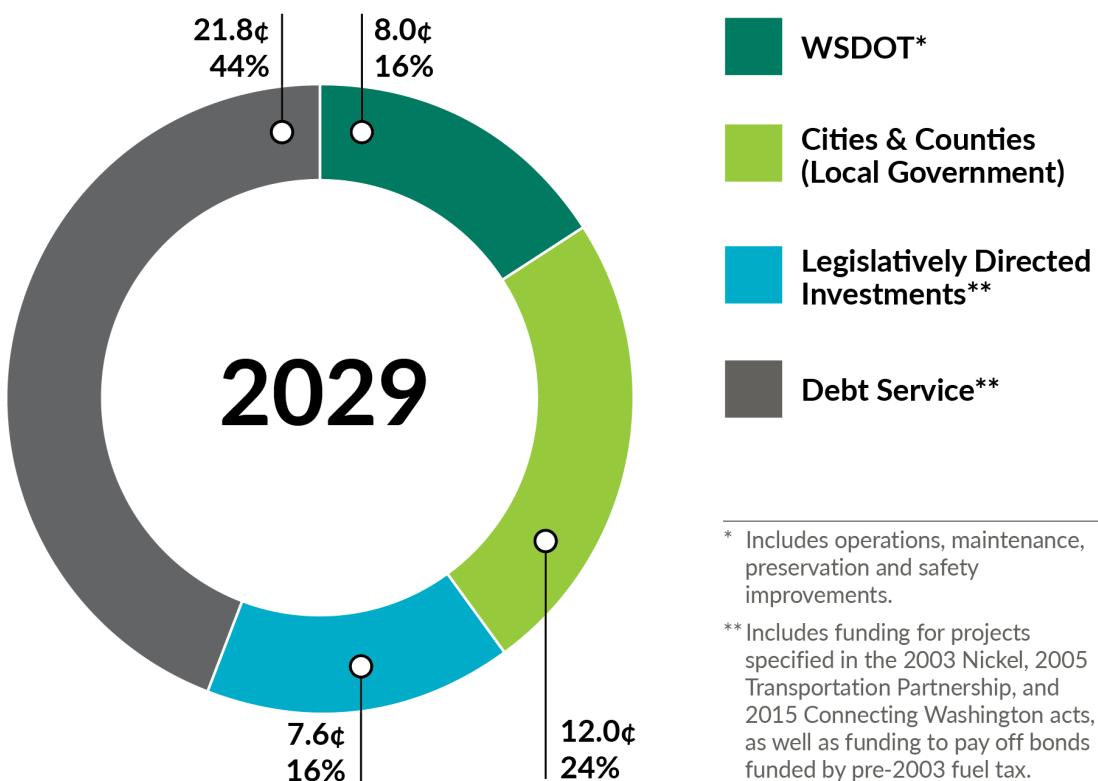
- Approximately 20% of Washingtonians don't hold a driver's license
- Transit and active transportation investments provide access to opportunity

Washington gas tax (4th highest)

Where Does the 49.4¢ State Gas Tax Go?



Where Will the 49.4¢ State Gas Tax Go?



* Includes operations, maintenance, preservation and safety improvements.

** Includes funding for projects specified in the 2003 Nickel, 2005 Transportation Partnership, and 2015 Connecting Washington acts, as well as funding to pay off bonds funded by pre-2003 fuel tax.

Based on the 2020 enacted budget and February 2020 TRFC forecast. Only assumes bond sales through the 2021-23 Biennium.

Annual cost to Washington taxpayers



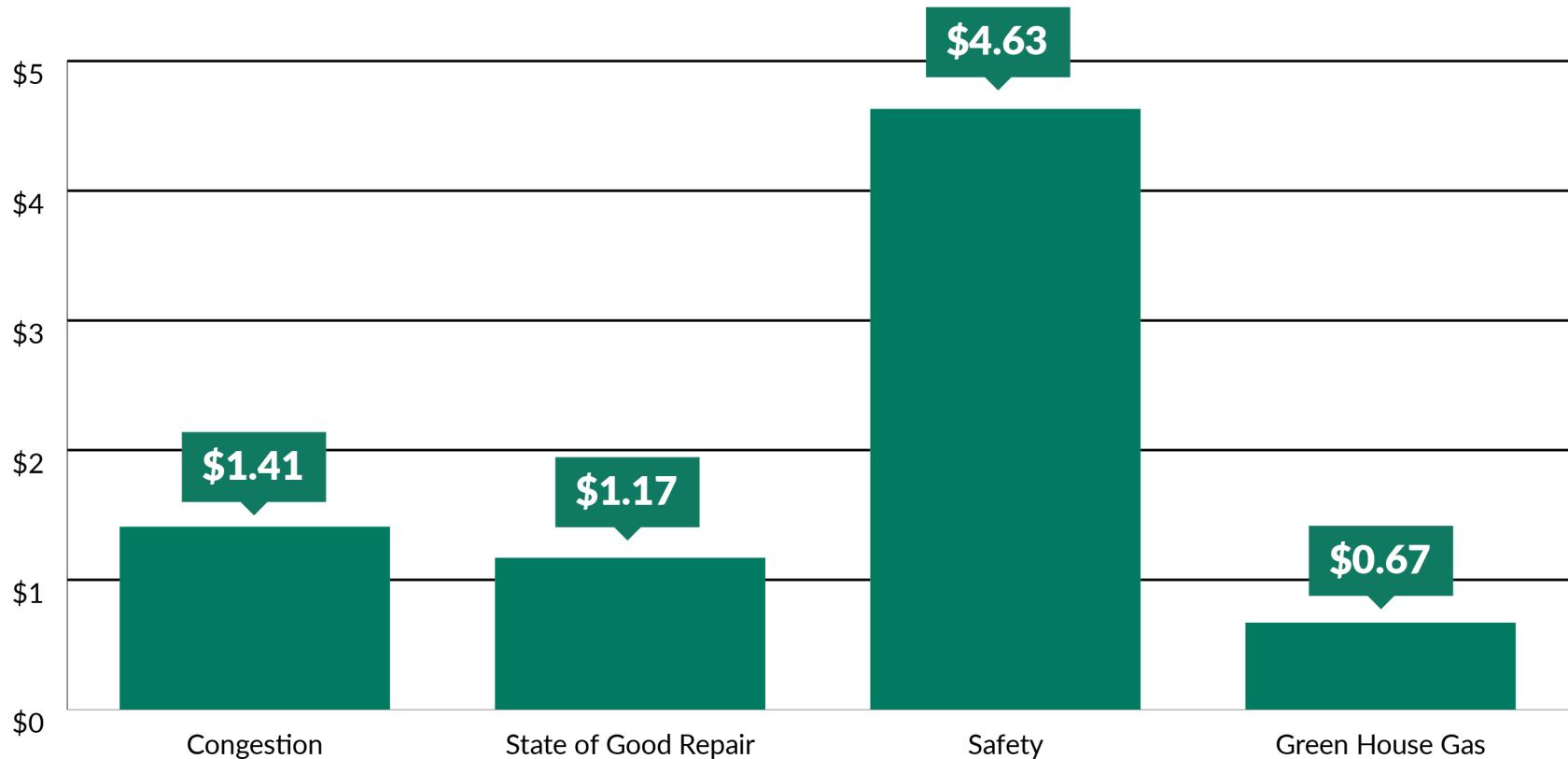
* Congestion cost source: Texas Transportation Institute's 2019 Urban Mobility Report; based on value of travel delay and excess fuel consumption statewide.

** State of Good Repair source: ASCE 2019 Infrastructure Report Card; estimated at \$656 for every Washington driver.

*** Safety source: Societal costs of crashes calculated using methods described in Crash Cost for Highway Safety Analysis (FHWA-SA-17-071), Chapter 6, Federal Highway Administration, Office of Safety, 2018. Economic cost components include: medical care, emergency services, market productivity, household productivity, legal costs, insurance administrative costs, workplace costs, property damage and congestion.

**** Source: Washington State Department of Ecology 2015 GHG Inventory.

Annual cost to Washington taxpayers (gas tax equivalent)



Source: Based on November 2020 Transportation Revenue Forecast Council, page II-18 "Net for Distribution"
www.ofm.wa.gov/sites/default/files/public/budget/info/transpo/Nov2020Volumenll.pdf

Return on investment - preservation

- 3,600 lane miles of pavement are due for preservation, another 4,700 are past due, and 1,400 lane miles are in poor condition; currently paving 750 lane miles per year
- 12 bridges need replacement, 18 more need major rehabilitation; 6 are being replaced
- 47 steel bridges are due for painting, 59 are past due; 10 are being painted
- 68 concrete bridge decks are due for repair, and 37 more are past due; 2 are being repaired
- WSDOT's Ferry vessels experienced 678 days of unscheduled maintenance in FY20 which is an increase from 622 in FY19
- Nearly 40% of the Palouse River and Coulee City (PCC) is in poor condition and only capable of 10 MPH operations
- 120, or 42%, of WSDOT facilities are more than 50 years old, 60% in poor condition



All figures as of 2020, unless otherwise noted

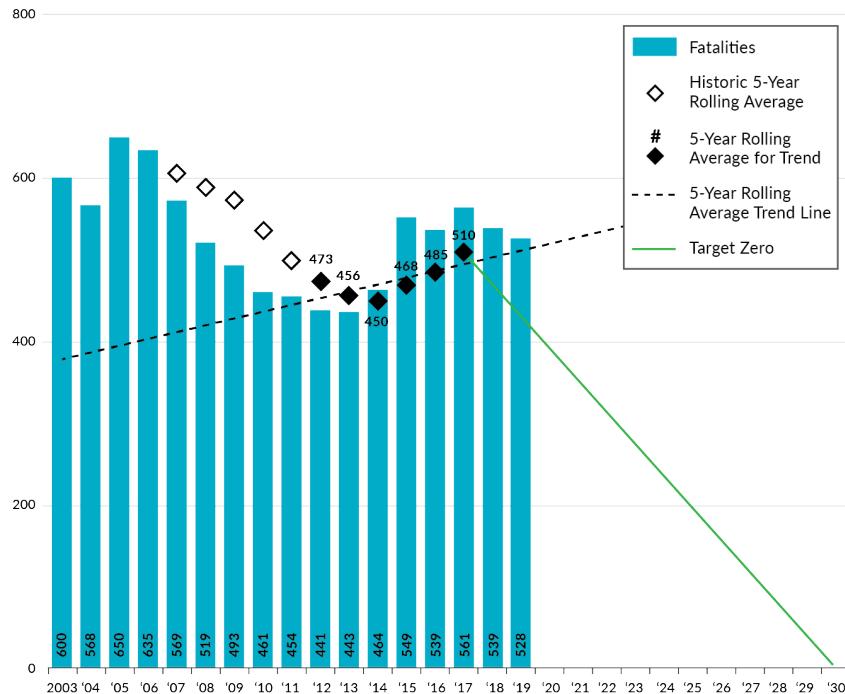
Return on investment – State of Good Repair

Asset Category	Replacement Value	Average Annual Need	Current plan annual average spending	Average annual funding shortfall
Highways	\$123,435	\$1,005	\$580	\$425
Multimodal (i.e. Aviation, Public Transportation, Rail)	\$710	\$115	\$25	\$90
Intra-Agency (i.e. IT, Facilities, Fleet, Real Estate)	\$67,085	\$185	\$80	\$105
Ferries	\$5,145	\$510	\$205	\$305
TOTAL	\$196,365	\$1,815	\$890	\$925

*Note: Figures in millions of dollars, rounded to the nearest \$5M
 State of Good Repair funding need is Preservation and Maintenance funding numbers combined*

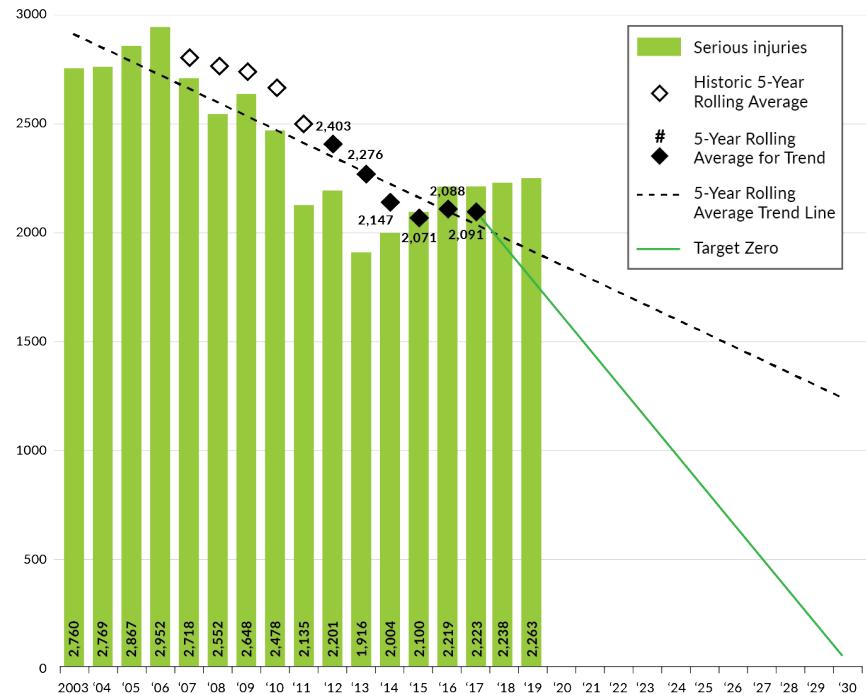
Fatalities and Serious Injuries

Traffic Fatalities in Washington State (2003-2019)



Compared to 2014-2016, traffic deaths **increased 5%** in 2017-2019.

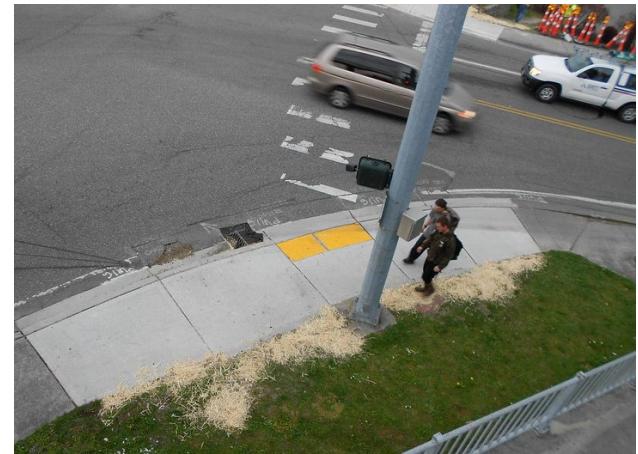
Traffic Serious Injuries in Washington State (2003-2019)



Compared to 2014-2016, suspected serious injuries **increased 6%** in 2017-2019.

Return on investment - safety

- Funding for Target Zero-based safety and system operations program should focus on:
 - **Safe systems** – An approach that recognizes:
 - Safety should not be reduced to move cars faster
 - Roads should be designed to encourage safe behavior
 - Land use decisions should include investment to safely accommodate expected transportation demand
 - **Vulnerable road users** – The transportation system should safely accommodate all users:
 - Setting speeds that lower potential for fatalities and injury
 - Providing safe facilities for walking and biking
 - **Enforcement** – Using technology to encourage appropriate behavior



Return on investment - safety

Traffic is down, crashes are not: a case for automated enforcement

- Traffic was down 45 percent on average in early 2020; since July, about 15% below 2019 levels
- Crash rates have gone up
 - A significant number of drivers exceeding speed limits, some at speeds approaching 200 mph
 - Endangering themselves and others
 - In the first 6 months of 2020, the national death rate was 20% higher than in 2019, while vehicle miles traveled dropped 17%*
- We have the technology to enforce speed limits and other laws
- Develop enforcement strategy with safety, law enforcement, civil rights, social equity stakeholders

*Source: National Safety Council



Return on investment - safety

Addressing homelessness: we all need to be part of the solution

- People experiencing homelessness – we encourage a holistic, multi-agency approach
- **These are our neighbors** – data* indicates only about 14% of those experiencing homelessness came from other states; a majority (74%) were from the same county, or from another county in Washington state (12%)
- Areas under bridges and overpasses and along highways are not a safe place for people experiencing homelessness – also poses safety concerns for our workers and nearby property owners
- Working together, have opportunity to focus on solving the issue rather than just treating the symptoms



* Department of Commerce, 2018 Point In Time survey

Return on investment - congestion



No one is safe until everyone is safe – social equity and post-pandemic transportation

- All modes need to be safe
- The pandemic showed that service workers are key to a prosperous economy – they often live furthest from employment centers
- Affordable transportation and housing options are an economic necessity, not a social service

Return on investment – congestion

Telecommunity as the “new normal”

- Forced to use technology we've had for a long time -
 - Success is driving new thinking on worker expectations and office space requirements
- Helps manage demand without adding roadway capacity – flattens the peak hour
- Gives people opportunity to improve work/life balance
- Increases opportunity for jobs in remote communities – economic benefit



Return on investment - congestion

The importance of complete neighborhoods

- Mixed-use neighborhoods provide food security, access to services
- Communities designed in such a way that everything you need is within a 20-minute walk or bike ride
- People can meet their needs without a car; governments don't need to build new or wider highways



Photos were taken pre-pandemic



Return on investment - congestion

The importance of complete neighborhoods

- Sidewalks and bikeways often don't exist, or are too narrow for safe travel and social distancing
- Need to do catch-up on accessibility – for a person in a wheelchair, no curb cut means they aren't going anywhere
- Complete the state's active transportation system to complement/leverage affordable housing, transportation and telecommunity initiatives



Return on investment - congestion



Freight mobility at your doorstep: package delivery goes big (and small)

- Freight industry literally delivered during pandemic
- Consumer shift to online shopping – accelerated by COVID-19
- Much of the traffic in neighborhoods is package delivery
- What is the public interest in freight door to door?
- What and where should public investment be?
- What role can e-cargo bike delivery play in the future?



Return on investment - congestion

Transportation System Operations – Investments in system management to maximize the operational efficiency of existing system features

Traffic Operations

- Incident Response
- Traffic Management Centers
- Operational Planning
- Asset Management/Major Electrical Systems



Operations Capital Investment

- Pedestrian Crossing Treatments
- Lane Departure Treatments
- Commercial Vehicles Freight System Improvements
- Cooperative Automated Transportation Strategy Development
- Communication Systems, i.e., Operations and Emergency



I-5 and I-405 peak hour performance comparison

I-5 (Northbound at NE 130th St)

Daily Volume: 105,000

■ Stop and Go ■ Heavy ■ Moderate ■ Freeflow



Tuesday, July 12, 2017 4:50 p.m.

I-405 (Northbound at NE 85th St)

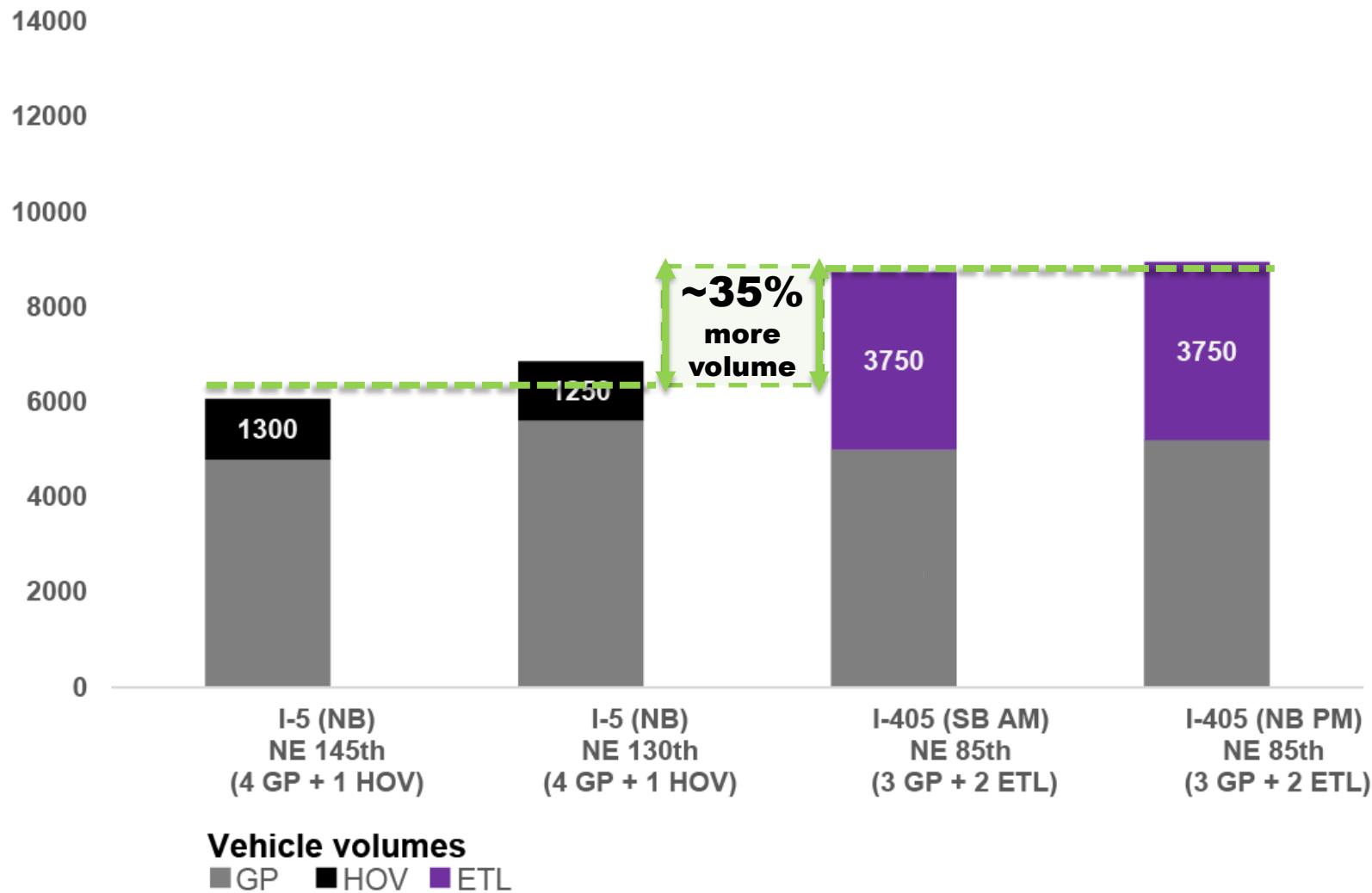
Daily Volume: 107,000

■ Stop and Go ■ Heavy ■ Moderate ■ Freeflow



Tuesday, July 25, 2017 4:30 p.m.

I-405 section with dual express toll lanes moves more vehicles than five-lane I-5 sections with similar daily traffic volumes



Return on investment - congestion

Investments in efficient modes of transportation to provide people choices in how they travel

Transportation Demand Management uses strategies intended to reduce travel demands among modes, times or routes. By providing choices and incentives, TDM strategies relieve pressures on segments of the transportation system.

Examples:

- Alternative work hours
- Commute trip reduction
- Congestion pricing
- Emergency ride home programs
- Employee incentives
- Mode choice
- Park & Ride facilities
- Parking management
- Ridesharing
- Telecommuting
- Transit service
- Trip reduction ordinances
- Shared mobility
- Land use integration
- Local transportation network improvements
- High-occupancy facilities
- Transportation-efficient communities
- System management



Return on investment - congestion

Investments in system expansion for additional capacity, regardless of mode

Strategic expansion of the system – after trying everything else

- Current efforts
 - JBLM corridor
 - Puget Sound Gateway
 - North Spokane Corridor
- Future efforts
 - I-5 System Partnership
 - High Speed Rail
 - Commercial Aviation Coordinating Commission
 - Active Transportation

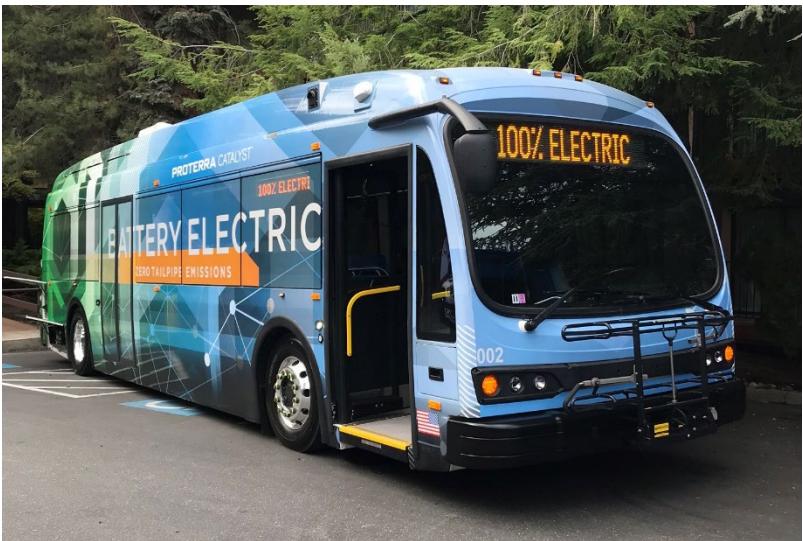




Return on investment - resilience

- \$1.5 billion [bridge retrofit](#) need
- \$3.1 billion [fish passage](#) obligation
- Ultra High Speed Rail
- Hybrid electric ferries
- Electric everything
- Land use/transportation integration





Return on investment - resilience

Decarbonize transportation

- Prepare for EV charging demand
- Support hydrogen fuel cell and other technologies
- Convert ferry fleet
- Convert transit fleets
- Ultra high-speed rail
- Support E-bikes, E-scooters

Technology and Innovations

- Transportation system management & operations
- Cooperative Automated Transportation
- I-5 active transportation management/ramp meter smart technology

Return on investment – resilience

Governance/Financing

- Linking land use decisions with transportation investments
- Making region-scale decisions and implementing management strategies to achieve our preferred future



An investment in transportation is an investment in Washington jobs

Transportation projects create new jobs and support economic growth in our communities. Smart Growth America reports:

*“Public transportation, and road and bridge repairs, produce more jobs. Public transportation investments generate **31 percent more jobs per dollar** than new construction of roads and bridges, and repair work on roads and bridges generates **16 percent more jobs per dollar** than new bridge and road construction.”*

A study from the University of Massachusetts Amherst found:

“...bicycle and pedestrian infrastructure projects create significantly more jobs than infrastructure projects for cars alone.”

- Bicycle projects create 11.4 jobs for every \$1 million invested – 46% more than car-only road projects
- Pedestrian-only projects create an average of about 10 jobs per million
- Multi-use trails create 9.6 jobs per million
- Road-only projects create the least with 7.8 jobs per million

Recent Lessons from the Stimulus: Transportation Funding and Job Creation (February 2011), Smart Growth American ([lessons-from-the-stimulus.pdf \(smartgrowthamerica.org\)](http://lessons-from-the-stimulus.pdf (smartgrowthamerica.org)))

New report reveals bike and pedestrian projects create more jobs than those for car only, Smart Growth America (New report reveals bike and pedestrian projects create more jobs than those for cars only | Smart Growth America)

A commitment to racial justice, equity, diversity, and inclusion

- Pillar of WSDOT Strategic Plan – Strengthening our commitment to diversity and engagement in all of WSDOT's business processes, functions and services to ensure every voice is heard
 - **Inclusive workforce** – Strive to listen to, understand, be sensitive to, employ a diverse workforce; Diversity Advisory Group in each region
 - **Diverse workforce** – Strategies to recruit, hire, promote and retain a workforce that reflects the communities we serve
 - **Diverse business spending** – Disadvantaged Business Enterprise, State-Funded Diverse Business goals
 - **Create opportunity** – Apprenticeship, Pre-Apprenticeship Support Services, On-the-Job Training, Mentorship program
 - **Community engagement** – actively engaging with historically underserved communities through an effective, focused, and robust public engagement presence

A commitment to racial justice, equity, diversity, and inclusion

- [AASHTO](#) and [WASHTO](#) resolutions sponsored by WSDOT
 - Acknowledge past actions that disproportionately negatively affected low-income communities, minority neighborhoods, and people of color; the legacy of those actions persist in disparities today
 - Hold ourselves accountable for engaging in the vital work of advancing racial justice, equity, diversity, and inclusion – as individuals and as an institution
 - Strengthen our commitment to the values acclaimed in the Civil Rights Act of 1964 and associated statutes; seek to advance those goals in the delivery of our programs and services, working with our business partners and community and faith-based organizations



All photos were taken pre-pandemic

Conclusion

This is a unique opportunity to rethink our old models

- Work with partners and stakeholders to recommend policy decisions
- Re-examine how we use our transportation infrastructure and systems – accommodate all people and modes
- Ensure our policy and program decisions are equitable and inclusive
- Explore how we operate in a modern work environment
- Look for new, flexible sources of revenue
- Emphasize resilience and select flexible, adaptable investment strategies that can be effective in an uncertain future



Questions?

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Appendix

- WSDOT by the numbers
- COVID-19 – WSDOT’s response
- Delivering effectively and efficiently during the pandemic
- Links to Legislative “virtual” tours
- Transportation policy goals
- Construction program spending
- Maintenance and Preservation needs
- Strategic plan

THE STATE'S TRANSPORTATION NETWORK IS A CONNECTED SYSTEM THAT MUST SERVE MANY MODES AND USERS



18,700
Highway lane miles



3,342
state-owned bridges



21
Ferries
14 million
passengers per year



32
Transit systems



16
WSDOT-operated airports



127*
miles dedicated bike lanes
492
miles of sidewalk within/adjacent
to WSDOT right-of-way



333
miles Amtrak Cascades
829,000
passengers in Calendar Year 2019
298
miles WSDOT-owned shortline
freight railroad

*Most sidewalks/bike lanes are controlled by locals

WSDOT's COVID-19 response



Supporting safe, essential travel

- Provided essential WSDOT maintenance functions and services to ensure safe conditions – Incident response, movable bridges, emergency repairs, pass clearing, etc.
- Supported the medical and public health response
- Worked with Washington Trucking Association to keep the freight industry moving – delivering food, emergency supplies and other products; allowed food trucks at rest areas to serve truckers
- Continued stepped-up cleaning protocols at rest areas to keep all travelers safe

WSDOT's COVID-19 response

Supporting multimodal transportation while keeping people safe

- Connecting people in ferry communities with jobs, medical assistance, services, and goods
- Keeping trails open on state right of way for people who rely on biking and walking for transportation
- Supporting transit agencies and grant recipients with updates and information about state and federal grant funding, best practices, service success stories
- Supporting Amtrak Cascades essential intercity passenger rail



Photo taken pre-pandemic.

WSDOT's COVID-19 response



Keeping Washington transportation workers safe

WSDOT employees

- Providing protocols, COVID-19 training, and personal protective equipment for workers
- Supporting a productive teleworking environment for more than half of WSDOT's 6,800 employees
- Implementing online training in categories that include mandatory, technical and professional; diversity and inclusion; community engagement, etc.
- Ongoing IT and HR support for dispersed workforce
- Developing plans for eventual safe return to office work in the Governor's Healthy Washington – Roadmap to Recovery program

WSDOT's COVID-19 response

Keeping Washington transportation workers safe

Our construction partners

- Paused 65 active construction projects for safety, eight fish passage projects continued; able to restart construction within 1 month
- WSDOT part of Governor's Construction Restart Roundtable:
- Developed COVID-19 safety action plans
 - Highly effective: Construction project rate is 20% of statewide rate (as of Nov. 2, 2020)
 - All project cases contracted outside of worksite – 14 confirmed cases on 130 active projects



Delivering effectively and efficiently during a pandemic

Expanded use of technology

- E-Construction: Online collaboration with contractors, electronic bidding, procurement outreach and training, transition to electronic documents
- Design: First ever Risk and Value workshop held in all electronic environment
- Public, stakeholder and community engagement – online open houses and meetings, Legislative “virtual tours”
- Touchless technology on Ferries: selfie stick card reader; online resources
- Conducting public transit site visits remotely

Process improvements

- Digital signatures for processing documents and approvals
- Utilizing subject matter experts to serve across regional boundaries
- Measuring and monitoring travel modes online with COVID-19 Dashboard

Delivering effectively and efficiently during a pandemic

Support for our transportation partners

- **Safe, Healthy, and Active Streets** – Worked with local partners to evaluate temporary lane reallocations on portions of state roadways
 - Applied to lower speed roadways (35 mph or lower), “Main Street” highways
 - At the request of local jurisdiction to support active, healthy communities and economic recovery – added space for physical distancing and retail activities
- **Rethinking Transit and Mobility** – during pandemic, transit pivoted from fixed-route service to meal delivery, prescription pick up and drop off, grocery and foodbank runs
 - Created Rethinking Transit workgroup to address immediate needs of pandemic, prepare for post-pandemic future, plan for uncertainty
- **Telework Transformation** – Post-pandemic goal to increase number of employees teleworking each day – both state agency/private sector, WSDOT specific
 - Statewide Telework initiative – Leading efforts to identify state’s role in sustaining statewide telework – focuses on both private and public employers
 - WSDOT Telework Transformation – Goal is for 30-40 percent of agency employees voluntarily teleworking on average, every day

Delivering effectively and efficiently during a pandemic

Accountability

- Fiscal – Immediate actions taken for COVID-19 travel reductions included:
 - Staying on winter ferry schedule due to significant passenger reductions
 - Deferring both permanent and non-permanent new hires
 - Discontinuing out-of-state travel
 - Suspending new consultant contracts and task orders
 - Holding off Transportation Equipment Fund and other major purchases
 - Taking steps within our authority to change the way we do business:
 - Reducing our office footprint
 - Looking for further opportunities to reduce office space needs through telework, consolidation
- Meeting legal obligations – Fish passage work continues to address the requirements of the federal court injunction by 2030

Legislative “virtual” tours

[North Central Region](#) (10/01/2020)

[South Central Region](#) (10/05/2020)

[Olympic Region](#) (10/07/2020)

[Fish Passage](#) (10/13/2020)

[Eastern Region](#) (10/19/2020)

[Southwest Region](#) (10/22/2020)

RCW 47.04.280

Transportation system policy goals

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

RCW 47.01.078

Transportation system policy goals—Duties.

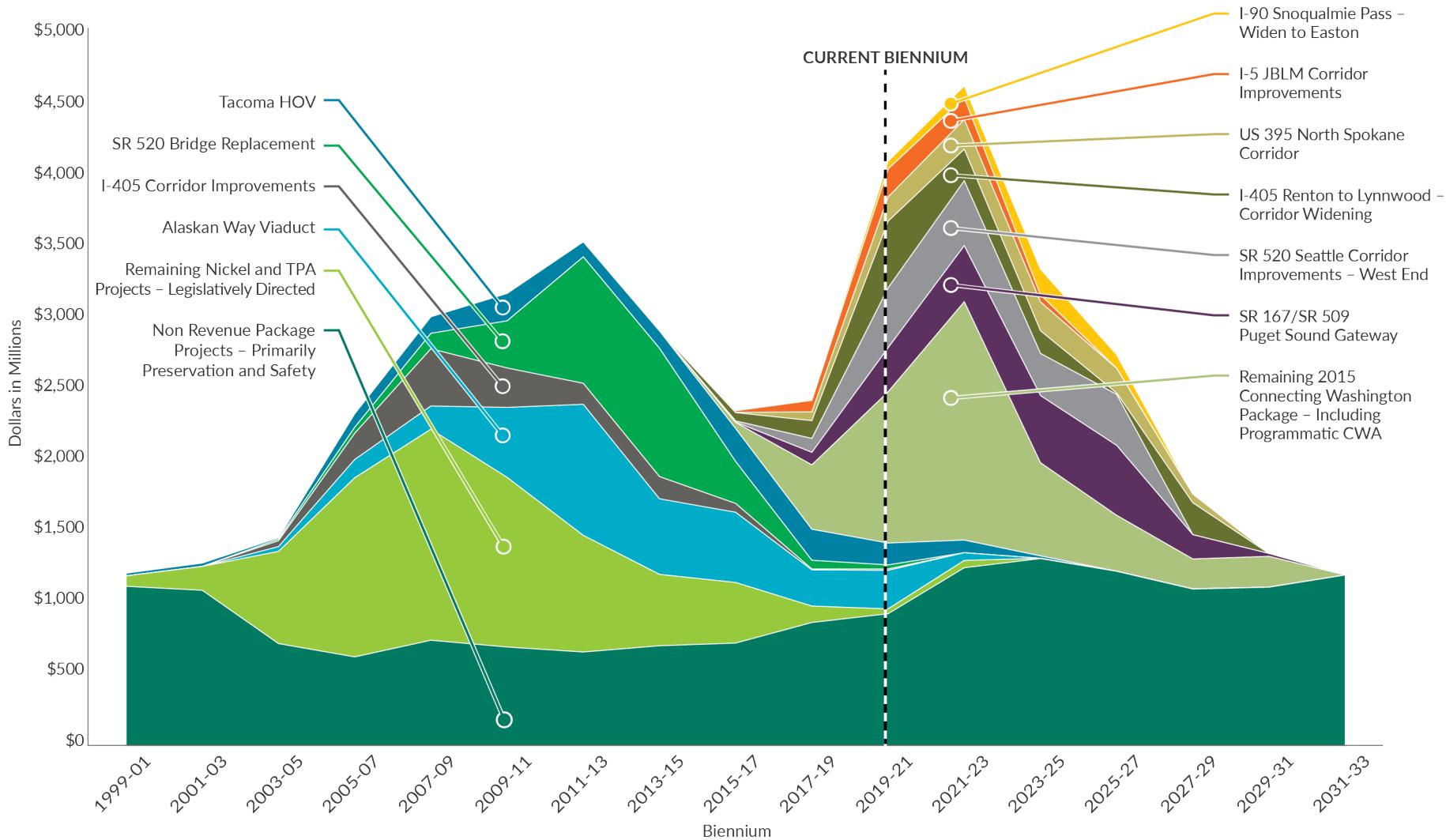
To support achievement of the policy goals described in RCW [47.04.280](#), the department shall:

- Maintain an inventory of the condition of structures and corridors in most urgent need of retrofit or rehabilitation
- Develop long-term financing tools that reliably provide ongoing maintenance and preservation of the transportation infrastructure
- Balance system safety and convenience through all phases of a project to accommodate all users of the transportation system to safely, reliably, and efficiently provide mobility to people and goods
- Develop strategies to gradually reduce the per capita vehicle miles traveled based on consideration of a range of reduction methods
- Consider efficiency tools, including high occupancy vehicle and high occupancy toll lanes, corridor-specific and systemwide pricing strategies, active traffic management, commute trip reduction, and other demand management tools
- Promote integrated multimodal planning
- Consider engineers and architects to design environmentally sustainable, context-sensitive transportation systems

WSDOT Highway Construction Program with Revenue Packages

2020 Legislative Final Budget (as passed by Legislature w/ appropriation adjustments)

20LEGCOR (Excludes sub-programs I6 and I7)



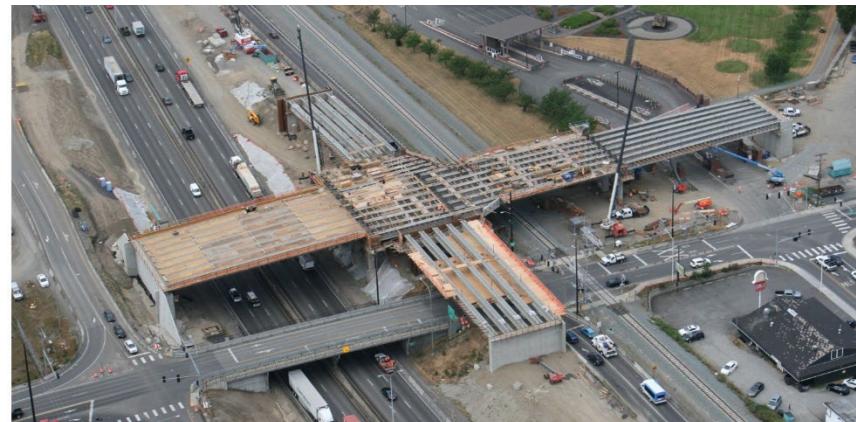
Making efficient use of transportation dollars

Design-Build contracting

- Expanded use of design-build contracting – 56 projects since 2001 – benefits include:
 - Speed of delivery
 - Innovation opportunities (design and delivery)
 - Selection based on both price and performance; early and comprehensive price certainty
 - Risk assignment

I-5 JBLM example:

- This project had significant congestion issues, complex design challenges and competing stakeholder needs
- Engineer's estimate: \$240 million
- Proposed Best Value: \$181 million – a \$59 million savings



Return on investment - Preservation

Asset Category	Replacement Value	Average Annual Need	Current plan annual average spending	Average annual funding shortfall
Highways	\$123,435	\$730	\$350	\$380
Multimodal (i.e. Aviation, Public Transportation, Rail)	\$710	\$105	\$15	\$90
Intra-Agency (i.e. IT, Facilities, Fleet, Real Estate)	\$67,085	\$135	\$40	\$95
Ferries	\$5,145	\$460	\$160	\$300
TOTAL	\$196,365	\$1,430	\$565	\$865

Note: Figures in millions of dollars, rounded to the nearest \$5M

Return on investment - Maintenance

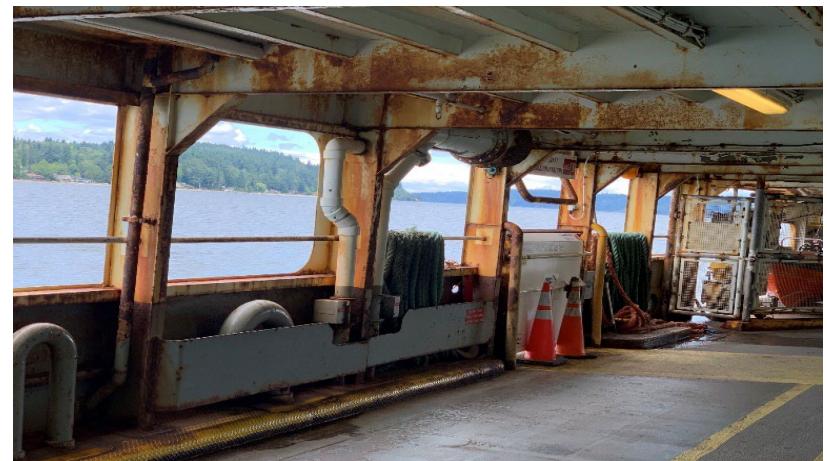
Asset Category	Replacement Value	Average Annual Need	Current plan annual average spending	Average annual funding shortfall
Highways	\$123,435	\$275	\$230	\$45
Multimodal (i.e. Aviation, Public Transportation, Rail)	\$710	\$10	\$10	< \$1*
Intra-Agency (i.e. IT, Facilities, Fleet, Real Estate)	\$67,085	\$50	\$40	\$10
Ferries	\$5,145	\$50	\$45	\$5
TOTAL	\$196,365	\$385	\$325	\$60

Notes: Figures in millions of dollars, rounded to the nearest \$5M

The Multimodal Category has less than \$1 million in unfunded needs which rounds to zero when rounded to the nearest \$5 million

Difficult Trade-Offs

- WSDOT will continue to have to make tough decisions between investment strategies to preserve and maintain the state's transportation system without additional funding
- Current strategies are fundamentally about reducing the rate of deterioration – not about improving the condition of infrastructure
- We're not funded to make the right investments at the right time, which increases costs over time



Difficult Trade-Offs (cont.)

Without additional revenue for preservation and maintenance, WSDOT will likely need to:

- Remove ferry vessels from service due to unexpected deficiencies negatively impacting ferry services
- No longer invest in the following bridges and pavements:
 - Medium and low volume Freight routes, including T-2 routes which are designated as Strategic Freight Corridors
 - Sections of Routes that have speed limits lower than 45 MPH
 - Ramps & Shoulders
- Limit investments to the highest priority buildings, restricting funds from lower priority buildings and those that are currently failed or funded.
 - In doing so, most buildings (85% by count) would be allowed to degrade to the point of failure/closure.
- Deal with higher equipment repair costs and a reduction of the number and complexity of vehicles and equipment.
- Reductions of IT assets and services, and would reduce our ability to migrate to the Cloud or external partners
- Temporarily close state-owned/managed airports due to deferred preservation and maintenance work.
- Prioritize services over procuring transit vehicles for local transit agencies to replace vehicles past their useful life.
- Reduce operating speeds and territory serviced on the Palouse River & Coulee City (PCC) Railroad System.

WSDOT Strategic Plan

VISION

Washington travelers have a safe, sustainable and integrated multimodal transportation system.

MISSION

We provide safe, reliable and cost-effective transportation options to improve communities and economic vitality for people and businesses.

VALUES

- Safety • Engagement • Innovation • Integrity • Leadership • Sustainability

GOALS

- Inclusion • Practical Solutions • Workforce Development



Strategic Plan goal strategies

INCLUSION

Strengthen commitment to diversity and engagement in every aspect of our work.

- Inclusive Workforce - listen to every voice and consider different perspectives
- Diverse Workforce - continue building a workforce that reflects the communities we serve
- Diverse Business Spending - meet our state and federal diverse business goals while increasing awareness of the need for a DBE program
- Create Opportunity - increase industry's capacity by promoting apprenticeship and mentoring programs
- Community Engagement - engage stakeholders during all phases of projects to develop and maintain relationships with WSDOT

PRACTICAL SOLUTIONS

Prioritize innovative, timely and cost-effective decisions, with stakeholders and partners.

- Asset Management – determine needs and develop investment strategies to manage system assets to appropriate service levels
- Practical Decision-Making – achieve a common understanding of Practical Solutions and how to apply it throughout the agency and with our partners
- Integrate Systems & Modes – ensure multimodal access to community, goods and services by optimizing system performance
- Aligning Investments – engage partners to plan, operate and deliver complementary system investments
- Budget & Policy Alignment – engage the Legislature and Office of Financial Management (OFM) to better align the agency's budget with its prioritized needs & goals

WORKFORCE DEVELOPMENT

Be an employer of choice by hiring, training and retaining skilled workers to meet Washington's transportation needs.

- Employee Engagement – encourage and act on employee feedback
- Modern Work Environment - continue building a flexible and mobile work environment through technology and innovation
- Talent Development - value our employees through training and other opportunities
- Talent Pipelines - analyze applicant pools and use varied recruiting methods to find exceptional talent
- Workforce Analysis and Growth - understand market trends and work to offer competitive compensation and ensure succession